



**Equality, Diversity and Inclusion
Implementation Plan 1/1/2023 – 21/2/2024**

Version: 1.3

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Equality, Diversity and Inclusion Committee.

Document history

Version Number	Edited by (job title):	Commented on by	Effective Date:	Details of editions made:
1.0	Shaun Treweek, IAHS EDI lead	Amanda Lee, Kirsty Kiezebrink, IAHS EDI Committee	30/3/2023	New. Actions started from 1st Jan 2023 but document not discussed in full at IAHS EDI Committee until 29/3/2023.
1.1	Shaun Treweek, IAHS EDI lead		29/11/2023	Action Plan status updates added to all action items except AP6a, AP6b, AP13c, AP16a, AP16b and SE1b.
1.2	Shaun Treweek, IAHS EDI lead		13/12/2023	Action Plan status updates for AP1d, AP4, AP8a, AP8b, AP20a and AP20b.
1.3	Amanda Lee, IAHS EDI lead		21/2/2024	Colour coding of action plan and upload onto EDI web page

Introduction

The Institute of Applied Health Sciences (IAHS) Equality, Diversity and Inclusion (EDI) Committee was formed from what was the IAHS Athena Swan Self-Assessment Team. The remit of the Committee has been expanded to include not only Athena Swan but wider EDI for IAHS. The current Committee membership can be found at <https://www.abdn.ac.uk/iahs/edi-committee-2346.php>.

The work described in this implementation plan has two key drivers:

1. The May 2022 IAHS Athena Swan submission Action Plan (see <https://www.abdn.ac.uk/iahs/athena-swan-1486.php>).
2. The School of Medicine, Medical Sciences & Nutrition Equality, Diversity and Inclusion Strategy 2022 - 2027 (see <https://www.abdn.ac.uk/smmsn/equality-diversity-inclusion/school-edi-strategy-1543.php>).

The May 2022 IAHS Athena Swan submission currently makes up the majority of the 2023/24 EDI implementation plan although some additional prioritised non-Athena Swan actions have been added. We expect this mix to change in the future when primary responsibility for Athena Swan moves from Institute to School level. We do, however, anticipate that implementation of Athena Swan action items will remain an important part of the IAHS EDI implementation plan.

Task list

- NB. 1. Text that is greyed out describes activities not scheduled for the period covered by this Implementation Plan.
2. Data demonstrating achievement of actions are stored in the IAHS EDI Teams space.

Athena Swan: AP1 (priority: high)

New EDI Committee to deliver IAHS action plan and contribute to the School action plan (Bronze awarded Jan 2024).

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP1a	Institute EDI Committee to develop implementation plan, metrics for progress assessment, identify data sources for monitoring, define progress concerns that trigger progress review and timelines.	Period covered by this document	Shaun Treweek (EDI lead) and EDI Committee	EDI Committee agreement on this document, and future versions of it.	Complete
AP1b	Institute EDI Committee to work with School EDI team to build IAHS Athena Swan action plan into School Athena Swan submission.	Jan - Dec 2023	Shaun Treweek (EDI lead), Nouf Abutheraa, Aravinda Guntupalli and Amanda Lee (IAHS Director).	School Athena Swan application submitted 30/11/2023 and bronze award given 29 Jan 2024.	Complete
AP1c	Membership of the EDI Committee reviewed annually.	Ongoing	Shaun Treweek (EDI lead)	Wide representation of IAHS staff and students on the Committee and no evidence from surveys and other interactions that the wider IAHS community considers the Committee to not represent their perspective.	Complete

AP1d	Assess progress against implementation plan and plan deadlines	Ongoing	Amanda Lee (EDI lead)	At least 75% of actions complete by the stated deadline.	Ongoing Assessed at end of period covered by this Plan.
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Athena Swan: AP2 (priority: high)

To continue monitoring success of our actions through annual IAHS Athena Swan staff survey and analysis of quantitative data.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP2a	IAHS staff survey revised and launched. The content of the survey will be contingent on the results of the University-wide survey of Nov 2022 and will (probably) be part of a tailored School survey to reduce survey fatigue.	Jan - April 2023	Shaun Treweek (EDI lead), Maria Grazia Cascio and EDI Committee	Survey response rate $\geq 75\%$.	Complete

AP2b	Survey analysed and appropriate actions drafted.	–May-June 2023	Shaun Treweek (EDI lead), 2-3 EDI committee members to lead and bring back to rest of group for action planning.	Analysis complete.	Ongoing (there will be future surveys) but complete for 2023
AP2c	Appropriate actions planned based on survey results	July 2023 - end of period covered by this plan	Shaun Treweek (EDI lead) and EDI Committee	Gaps and challenges identified in the survey results are prioritised by the EDI Committee together with suggestions for how to address them. Some of these suggestions may be addressed in the next version of this Implementation Plan.	Complete
AP2d	Dissemination of survey results to IAHS staff. Electronic dissemination is a given; the results may also form part of an IAHS Open Meeting.	July 2023	Shaun Treweek (EDI lead) and EDI Committee	Results disseminated.	Ongoing (there will be other surveys) but complete for 2023

Athena Swan: AP3 (priority: high)

To ensure wide consultation with staff on UoA workload model.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
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AP3a	Organise consultation with IAHS staff once the new University workload model is launched (expected in 2023, but subsequently delayed to 2024). This consultation will include discussion at IAHS management meetings and at least one IAHS Open Meeting dedicated to the model. The School and central University will also invite consultation.	2024 (conditional on central University launch of workload model)	Alan St Clair Gibson (IAHS Director), Tracey Grant (IAHS Administrator), HR and EDI Committee	<p>Feedback from IAHS staff recorded and discussed at IAHS Exec meetings and IAHS Management meetings.</p> <p>Feedback returned to central University workload model team.</p> <p>Challenges identified are prioritised by the EDI Committee together with suggestions for how to address them. Some of these suggestions may be addressed in the next version of this Implementation Plan.</p>	On hold until University launches new workload model, expected late 2024
AP3b	Update annual review paperwork to include discussion around individual's workload model.	Sept 2024 (assuming workload model launched by then)	Amanda Lee (EDI Lead) Alan St Clair Gibson (IAHS Director), Tracey Grant (IAHS Administrator), HR and line managers	Workload model discussed in \geq [90%] of annual reviews.	On hold until University launches new workload model, expected late 2024

Athena Swan: AP4 (priority: high)

To examine the impact and acceptance of the UoA hybrid working policy as implemented in IAHS.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
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AP4a	Use staff surveys and other interactions to monitor the acceptance and implications of the new hybrid working policy.	Ongoing	Amanda Lee (IAHS Director) and EDI Committee	Of staff using flexible working ≥70% (overall and for all genders separately) are happy with it.	Ongoing but complete for 2023
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Athena Swan: AP5 (priority: high)

To have a cohort of appropriately trained, knowledgeable and supportive line managers.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP5a	Monitor completion of the agreed set of core set of modules for all line managers.	Mar 2024	Amanda Lee (EDI Lead), HR, Tracey Grant (IAHS Administrator) and line managers	Four core modules completed by 100% of line managers by end 2023. Several courses were cancelled late 2023, so completers spreadsheet will be reviewed and IAHS specific courses may need to be offered to ensure completion.	Ongoing

AP5b	Use staff surveys and other interactions to monitor staff views on usefulness of the annual review checklist on areas for discussion.	May 2023	Amanda Lee (IAHS Director), line managers and EDI Committee	Checklists to be considered useful by $\geq 60\%$ of staff (overall and for all genders separately).	Ongoing but complete for 2023
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Athena Swan: AP6 (priority: high)

To ensure awareness of the University of Aberdeen promotion process once the review is complete.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP6a	Changes to the University promotion process will be highlighted and disseminated via staff e-zine and at University and IAHS information sessions.	May 2024, or when 2024 promotion call launched	Alan St Clair Gibson (IAHS Director), Amanda Lee (EDI Lead) HR, line managers	2025 staff survey to show $\geq 50\%$ of women, $\geq 60\%$ men, $\geq 50\%$ other genders consider the new promotion process to be fair.	For future Plan
AP6b	University HR partners will be invited to explain the rationale behind any changes and lead a	May 2024 or when 2024 promotion call launched	Amanda Lee (EDI Lead), HR, line managers	Open meeting held. 2025 staff survey to show $\geq 50\%$ of women, $\geq 60\%$ men, $\geq 50\%$ other genders consider the new promotion process to be fair.	For future Plan

	Q&A session at future IAHS open meetings				
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Athena Swan: AP7 (priority: medium)

To ensure awareness of new University of Aberdeen induction process and monitor annual rates of completion for new starts.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP7a	Monitor annual rates of completion of induction for new starts.	Annually in December	IAHS Group leads and Tracey Grant (IAHS Administrator), HR	Induction completed by 100% of new starts.	Ongoing

Athena Swan: AP8 (priority: medium)

To improve our understanding of why staff leave IAHS.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP8a	Include the importance of exit interviews to line managers as part of their ongoing training.	Ongoing Review in June 2024	Amanda Lee (IAHS Director), HR, line managers	Of staff leaving ≥30% complete the exit survey.	Ongoing but complete for 2023

AP8b	IAHS Director to be notified by HR and line manager of when staff hand in notice and then e-mails emphasising how much we'd value completion of the exit survey.	Ongoing	Alan St Clair Gibson (IAHS Director), HR, line managers	Of staff leaving $\geq 30\%$ complete the exit survey.	Ongoing
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Athena Swan: AP9 (priority: medium)

To promote the benefits of the UoA mentoring process.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP9a	Line managers to discuss benefits of mentoring and being mentored during annual review, particularly for women. Signpost to University mentor system or specific member of staff (or external person) if appropriate	Ongoing	Line managers, early career staff, HR and EDI Committee	In IAHS 2023 survey, $\geq 50\%$ of women, $\geq 60\%$ men, $\geq 50\%$ other genders to have a mentor (formal or informal).	Ongoing but complete for 2023

AP9b	Hold a dedicated open meeting session on the benefits of mentoring with a particular emphasis on encouraging early career staff, that mentoring is a not a sign of failure but of wanting to develop, female staff whose uptake is lower than men and staff on open-ended, time-limited contracts to attend.	Feb 2023	Line managers, early career staff, HR and EDI Committee	Open meeting to have taken place.	Complete
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Athena Swan: AP10 (priority: medium)

To increase the number of applications and success rate of early career research fellowships.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP10a	Line managers to identify potential fellowship candidates early and ensure that they have a mentor and any other additional support they need to deliver a competitive proposal.	Dec 2024 Review in June 2024	Early career staff, line managers, Research Leads, HR, Katrina Stuart (Senior Research Development Executive).	Proportion of applicants reaching the final stage of selection to be $\geq 50\%$ (overall and for all genders separately) by Dec 2024. [Not AS item] $\geq 75\%$ of fellowship candidates to report [at traffic light interview] that they have the support they need, including a mentor if they wanted one.	Ongoing

Athena Swan: AP11 (priority: medium)

To continue to maintain diversity in IAHS seminar speakers.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP11a	Record gender (and other sociodemographic information) of speakers at IAHS seminars and training events.	Ongoing	IAHS seminar coordinator	Annual analysis of seminar speakers to show diversity in terms of gender (other sociodemographic characteristics).	Uncertain Confirm with IAHS seminar coordinator

Athena Swan: AP12 (priority: high)

To take a proactive and objective role in identifying suitable candidates for promotion, especially women.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP12a	During annual reviews line managers to identify anyone at top of their grade, or who has been in post for 5 years to discuss gaps in CV and potential promotion application. We will work with HR to see if there are ways to flag this to line managers prior to reviews.	Ongoing	Line managers, Amanda Lee (IAHS Director), HR	≥70% of women at the top of their grade to have had a discussion around promotion in the previous year and ≥30% of them to subsequently apply for promotion in the following 3 years.	Ongoing

AP12b	Once the University promotion round is launched, hold open Q&A sessions with IAHS Director, HR and role analysts.	Ongoing, 2024 promotion round not launched yet	Line managers, Amanda Lee (EDI Lead), role analysts	[Not AS item] Q&A session on the new promotion process held. ≥70% of women at the top of their grade to have had a discussion around promotion in the previous year and ≥30% of them to subsequently apply for promotion in the following 3 years.	Ongoing
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Athena Swan: AP13 (priority: medium)

To ensure our part-time workers feel valued and their contribution is recognised.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP13a	Senior staff to ensure part-time staff and the value of their contribution to IAHS is made clear when speaking about staff (e.g. at open meetings, discussions about promotion processes).	May 2023	Line managers, Amanda Lee (IAHS Director), HR	2025 IAHS survey to show increase in perceived recognition around part-time working.	Ongoing but complete for 2023
AP13b	Line managers undertake recruitment training and reminded to consider job share options for new full-time posts.	Dec 2023	Line managers, HR	2025 IAHS survey to show increase in perceived recognition around part-time working.	Ongoing

AP13c	2023 and 2025 staff survey to include questions around recognition of PT working	Feb 2024	Amanda Lee (EDI lead), Maria Grazia Cascio, EDI Committee	2025 IAHS survey to show increase in perceived recognition around part-time working.	For future Plan
AP13d	A part-time role model will be showcased as part of the IAHS pre-promotion information sessions.	July 2023	Line managers, Amanda Lee (IAHS Director), HR	Two part-time women apply for promotion between May 2023 - April 2025.	Part-completed; one PT women applied in 2023
AP13e	The promotions review will provide transparent guidance to reviewers and applicants as to how part-time working is recognised and taken into account during decision making.	Review likely complete Dec 2022	Central University Promotion Review team	Guidance provided to reviewers of IAHS promotion candidates contains clear statements as to how part-time working is recognised and should be taken into account during decision-making.	Complete

Athena Swan: AP14 (priority: medium)

To improve awareness of ways to support staff taking family friendly leave.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
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AP14a	We will remind staff and line managers about the family-friendly leave opportunities and process needed to apply. formally monitor the uptake of family friendly support meetings going forwards.	End 2023	Amanda Lee (EDI Lead), Group leads, line managers, HR	Line managers to report all staff who have taken family-friendly leave in 2022/2023 and to arrange a support meeting with each of them.	Partially complete
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Athena Swan: AP15 (priority: medium)

To increase awareness and uptake of UoA Parental Coaching Programme.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP15a	The Parental Mentors will be invited to an IAHS open meeting to discuss their role, take questions and to increase staff awareness of the support the Mentors provide.	Mar 2023	IAHS Seminar Coordinator, Parental Mentors	Open meeting taken place. Staff awareness of the parental coaching scheme in 2025 IAHS staff survey to be ≥50% overall and for all genders separately.	Delayed Meeting to be rescheduled for 2024

Athena Swan: AP16 (priority: medium)

To further increase the number of women clinical academics in IAHS.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP16a	Run a role model session for women trainees of 2/3 speakers describing their role and why it is satisfying, how they achieve work-life balance etc. Academics in each specialty to ensure that these are advertised widely to trainees in their area and they are encouraged to attend.	End 2025	Clinical academics on the EDI Committee	Open meeting taken place (and recorded).	For future Plan
AP16b	Increasing number of new clinical academics who are women.	End 2025	Alan St Clair Gibson (IAHS Director) Amanda Lee (EDI Lead)	Two new clinical academics who are women to be appointed in next 3 years.	Part completed. One clinical academic appointed 2023. For future Plan

Athena Swan: AP17 (priority: high)

To do an in-depth exploration of perceptions around project limited contracts.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
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AP17a	Open text comments in 2021 IAHS staff survey to undergo an in-depth qualitative analysis on how these staff felt.	Dec 2022	Shaun Treweek (EDI lead), Amanda Lee (IAHS Director), EDI Committee, IAHS Exec	Results discussed and suggestions received from stakeholders, including wider IAHS staff.	Complete
AP17b (non AS item)	List of recommendations around ways in which Universities might reduce the number of short-term contracts will be summarised and presented to the UoA Senior Management Team.	Aug 2023	Shaun Treweek (EDI lead), Amanda Lee (IAHS Director), EDI Committee, IAHS Exec	[Not AS item] Recommendations considered by the Senior Management Team.	Ongoing but complete for 2023

Athena Swan: AP18 (priority: high)

To continue to fund attendance to the Aurora women's leadership development programme.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP18a	Investment in the Aurora leadership programme will benefit individuals in terms of up-skilling for future promotion, but also support succession planning in women's leadership roles.	Nov 2022	Amanda Lee (EDI Lead), Staff Development Committee	Annual call for interest in the Programme and a minimum of 1 place funded by IAHS and 1 place by School for each Institute.	Two women attended aurora in 2023

AP18b	We will invite past Aurora members to a focus group to elicit their help in ways we can enable them to put into practice their training and further support their and other women's careers.	Aug 2023	Amanda Lee (EDI Lead), Staff Development Committee	Focus group data analysed and future action points agreed.	Delayed Reschedule for 2024
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Athena Swan: AP19 (priority: medium)

To increase awareness of EDI challenges among postgraduate students.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP19a	Recruit new PhD student onto EDI group.	Dec 2022	Shaun Treweek (EDI lead)	PhD student recruited onto EDI Committee.	Complete
AP19b	Focus group(s) and online group(s) with the 2022/3 postgraduate intake to discuss EDI issues and choice of full/part	April 2023	Shaun Treweek (EDI lead), EDI Committee, programme and course	Data analysed and action points agreed.	Ongoing but complete for 2023
AP19c	We will introduce EDI issues into postgraduate induction and include material on EDI remit at the start of all postgraduate	Sept 2023	Shaun Treweek (EDI lead), EDI Committee, programme and course	Awareness of EDI issues evaluated at a future PGT focus group (i.e. AP19b rolling forwards).	Complete

AP19d	Make the University EDI e-training module mandatory for postgraduate students.	Sept 2022	Postgraduate lead	Access to EDI training module in place. All new postgraduate students to complete EDI training within 3 months of starting study.	Complete
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Athena Swan: AP20 (priority: high)

To monitor the effects of COVID pandemic on staff wellbeing and academic performance.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
AP20a	Annual review form will include the section "Impact of lockdown on research output and career progression" for 3 years (2023 - 2025) to ensure COVID is part of the review discussion.	Nov 2023-end 2025	IAHS Exec, HR, EDI Committee	≥60% of staff to indicate COVID and the potential need the need for continuing support has been discussed during annual review (2023-2025).	Ongoing but complete for 2023
AP20b	Staff survey will include question on support and the impact to monitor the longevity of COVID effects.	Nov 2023-end 2025	IAHS Exec, HR, EDI Committee	By end 2024, reported impact of disruption on workload, publications and promotion prospects to be <20% [of what it was on the 2021 survey] for all genders.	Ongoing but complete for 2023

SMMSN EDI strategy: SE1 (priority: high)

1) To monitor and improve what we are doing and 2) To use evidence to inform our decision-making.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
SE1a	Identify a core set of EDI-related information that can be used as metrics to show how IAHS efforts to improve EDI are going.	June 2023	Amanda Lee (EDI lead), EDI Committee and Alan St Clair Gibson (IAHS Director)	Core set of EDI-related information agreed by the EDI Committee and IAHS Exec.	Delayed Reconsider in 2024 to see if still required
SE1b	Work with central University staff to create a core summary of EDI-related information about IAHS staff and students that can be made a public record of how our efforts to improve EDI in IAHS are working.	End 2024	Shaun Treweek (EDI lead), Maria Grazia Cascio, Marlis Barraclough and EDI Committee	Core set of data made public.	For future Plan

SMMSN EDI strategy: SE2 (priority: medium)

To work with the University EDI Committee, other School EDI committees and University-wide EDI networks to implement and share good practice and policies.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
SE2a	One or more IAHS EDI Committee members to attend School EDI-related meetings.	Ongoing	Shaun Treweek (EDI lead) and EDI Committee	Attendance (and contributions) of IAHS EDI staff recorded in School EDI minutes.	Ongoing but complete for 2023
SE2b	To share IAHS EDI Committee deliverables (e.g. this implementation plan) with the School EDI Committee.	Ongoing	Shaun Treweek (EDI lead) and EDI Committee	Core set of EDI-related information agreed by the EDI Committee and IAHS Exec.	Ongoing but complete for 2023 Reconsider in 2024 whether core EDI-information still relevant

IAHS research: IR1 (priority: high)

To work to expand the SMMSN Patient and Public Contributor group so that it becomes more widely representative of the people living in and around Aberdeen.

ID	Specific action	Timeframe	Responsible	Success criteria	Status
IR1a	Review group membership and work to expand diversity.	Ongoing	Shaun Treweek (EDI lead), Kathryn Martin (School PPI Group lead) and EDI Committee	Review complete and group membership widened (if needed) according to the characteristics of the people living in and around Aberdeen.	Ongoing but complete for 2023