

**From: University and College Union, University of York branch**

**To: University of York Joint Negotiating and Consultation Committee**

### **FORMAL CLAIM TO TACKLE THE GENDER PAY GAP AT THE UNIVERSITY OF YORK**

As shown in the report which was published by the management at the University of York in March 2018, the average gender pay gap for staff employed in this university is **19.31%**, and the median gap is **17.72%**. This compares rather unfavourably with the 2018 UK average gender pay gap in universities of 15.9%, and is described in the management report itself as 'unacceptable'. The UCU branch wishes to work with management and the other campus unions to tackle the situation.

The management commentary on the gender pay gap says that it can be explained by the quartile distribution of hourly rates reported on page 4 of their report. UCU agrees that this distribution requires remedial action. We argue that this will require a multi-track approach which addresses the full context of behaviours and attitudes which underpin the manifest inequity whereby nearly two thirds of staff in the topmost quartile are male, and nearly two thirds of those in the lowest quartile are female. We also want this issue to be approached as a matter of urgency, and in a practical manner, by producing a SMART action programme designed to reduce the gender pay gap within a clear timeline. We should be emulating those universities which are looking to make significant progress over the next 2-3 years.

In order to make this kind of progress we are putting the following proposals to the university management :-

- that unions and management agree a joint statement committing ourselves to ending the gender pay gap within three years;
- that university management commits sufficient resources at faculty and department level, as well as at the administrative centre, to achieve this objective;
- that unions and management develop and agree key performance indicators to measure progress towards this objective;
- that there is mandatory training for all those involved in recruitment, selection, shortlisting and promotion procedures in order to tackle the discriminatory practices and attitudes which mitigate against gender equality: such training should ensure that staff involved in those procedures have a clear understanding of policies around part-time working and implicit bias as well as our policies on equality, diversity, and inclusion; we note that there is much relevant experience in the sector to draw on.

Within this framework we draw attention to the need for action in the following areas presented in what we think could be a good order of priority, although they also connect :-

- A: inclusion and partnership
- B: progression and promotion pathways
- C: flexible and part-time working
- D: sexist, gender biased, and discriminatory cultures
- E: professorial grades and pay
- F: recruitment and retention *premia*
- G: good citizenship and administrative work

### **A.: inclusion and partnership**

UCU, like the other campus unions, has a history of commitment to, and experience of, dealing with discrimination which will be a real asset to our joint efforts to end the gender pay gap. While much of the work which UCU is proposing will properly be undertaken by the relevant parts of university management, we think that the unions should also have a role in creating and implementing the SMART action plan proposed on page 1 of this document.

***We therefore propose the establishment of a joint management/union working group reporting to the JNCC and tasked with the design and oversight of the action plan to end the gender pay gap in our university.***

In support of this group and its task the JNCC agrees to the following four proposals :

- that unions and management agree a joint statement committing ourselves to ending the gender pay gap within three years;
- that university management commits sufficient resources, including time for trades unionists to participate in joint work, at faculty and department level, as well as at the administrative centre, to achieve this objective;
- that unions and management develop and agree key performance indicators to measure progress towards this objective;
- that there is mandatory training for all those involved in recruitment, selection, shortlisting and promotion procedures in order to tackle the discriminatory practices and attitudes which mitigate against gender equality: such training should ensure that staff involved in those procedures have a clear understanding of policies around part-time working and implicit bias as well as our policies on equality, diversity, and inclusion; we note that there is much relevant experience in the sector to draw on.

**B; progression and promotion pathways****[proposals 5-8]**

As stated in the management report on our gender pay gap, there is evidence that women are disproportionately under-represented in this university at the higher levels of our career pathways and grading structures. There may also be a further question about the uneven distribution of women across different career pathways.

UCU proposes

- that the university management make a commitment to addressing the lack of progress of women along the career pipeline, and to ensuring that women have equal access to senior professional and academic roles and positions;
- that measures be put in place to ensure full access to progression for all staff;
- that university management supports the establishment and use of mentoring and development schemes which identify staff, especially those in the early stages of their careers, to be encouraged towards promotion and which counter discrimination;
- that there be a rigorous review of promotion and regrading procedures to ensure that they are not discriminatory.

**C: flexible and part-time working****[proposals 9-14]**

While this university has policies on work-life balance, on flexible working, and on various caring responsibilities it is important to restate that commitment to the full implementation of those policies is especially important for women staff, who are statistically more likely to have major caring responsibilities.

UCU proposes

- full investigation into the use of part-time and flexible working and comparison of rates of progression and promotion for staff working on part time or flexible contracts, and those not on such contracts;
- development of a SMART action plan to address any significant differences which may appear from such a comparison
- review of requests for job shares, part-time and flexible working;
- monitoring of all requests for such types of working to provide information which will form part of the university's annual equality report;

- review of all relevant policies and procedures to ensure that they include reference to the availability of flexible, part-time and job sharing opportunities unless there are exceptional circumstances;
- review of support, advice, and encouragement provided to those returning to their posts from absence for caring commitments to ensure that they minimise any disadvantage to an individual's research or other professional activities and hence to their career progression.

#### **D: sexist, gender biased, and discriminatory cultures**

**[proposal 15]**

Many UCU members have been telling us about the persistent inhibiting effects of various forms of sexist and insensitive assumptions (including the assumption that such problems no longer exist) which are often an unstated basis for discriminatory actions. While we know that challenging cultural norms can be contentious and difficult, we argue that the success of any action plan to get rid of the gender pay gap will depend on the use of the energies of all of us to take that challenge forward.

- We therefore propose that a work plan to challenge sexist cultures be incorporated into the SMART action plan

#### **E: professorial grades and pay**

**[proposals 16-17]**

It is important to ensure that senior pay and grading systems are not discriminatory.

UCU proposes

- a review of pay scales and differentials among professorial staff and their equivalents to ensure that they are not discriminatory: we are aware that pay scales and pay differentials above the scales used in the university Framework Agreement are not themselves a matter for JNCC negotiation; **however** since discrimination and equity are elements of our conditions of employment on which we do negotiate for **all** academic and related staff, we consider it appropriate to make this proposal;
- a clear and evidence based justification from the university management for senior pay and grading differentials —administrative and academic— across disciplines and fields.

#### **F: recruitment and retention *premia***

**[proposals 18-19]**

We need to review and act on the evidence that pay supplements in this university disproportionately advantage men. While not necessarily the main contributor to the gender pay gap they are a significant source of discrimination.

UCU proposes

- that management conduct a review of *all* pay supplements, including recruitment and retention practices;
- that the necessary steps are taken to ensure that such payments do not discriminate against women

### **G: good citizenship and administrative work**

**[proposals 20-22]**

There is a widespread perception that women staff often undertake a greater share of the “good citizen”, caring, and administrative tasks at work at the expense of activities which support career progression, especially research and grant capture.

UCU proposes :-

- an annual review of the allocation of such work across all departments:
- that policies are established and implemented to ensure a fair allocation of such work
- that promotion, progression, mentoring, and performance review policies are reviewed in order to ensure that “good citizen” and administrative work is given real parity of esteem for progression and promotion processes.

## **SUMMARY OF PROPOSALS**

### **A: inclusion and partnership**

**[proposals 1-4]**

**In pursuit of these proposals this JNCC agrees to the establishment of a joint management/union working group tasked with the design and oversight of the action plan to end the gender pay gap in our university.**

[1] that unions and management agree a joint statement committing ourselves to ending the gender pay gap within three years;

[2] that university management commits sufficient resources including time for trades unionists to participate in joint work at faculty and department level, as well as at the administrative centre, to achieve this objective;

[3] that unions and management develop and agree key performance indicators to measure progress towards this objective;

[4] that there is mandatory training for all those involved in recruitment, selection, shortlisting and promotion procedures in order to tackle the discriminatory practices and attitudes which mitigate against gender equality: such training should ensure that staff involved in those procedures have a clear understanding of policies around part-time working and implicit bias as well as our policies on equality, diversity, and inclusion; we note that there is much relevant experience in the sector to draw on;

### **B: progression and promotion pathways**

[5] that the university management make a commitment to addressing the lack of progress of women along the career pipeline, and to ensuring that women have equal access to senior professional and academic roles and positions;

[6] that measures be put in place to ensure full access to progression for all staff;

[7] that university management supports the establishment and use of mentoring and development schemes which identify staff, especially those in the early stages of their careers, to challenge discrimination and encourage them towards promotion

[8] a rigorous review of promotion and regrading procedures to ensure that they are not discriminatory

### **C: flexible and part-time working**

[9] full investigation into the use of part-time and flexible working and comparison of rates of progression and promotion for staff working on part time or flexible contracts, and those not on such contracts;

[10] development of a SMART action plan to address any significant differences which may appear from such a comparison

[11] review of requests for job shares, part-time and flexible working;

[12] monitoring of all requests for such types of working to provide information which will form part of the university's annual equality report;

[13] a review of all relevant policies and procedures to ensure that they include reference to the availability of flexible, part-time and job sharing opportunities unless there are exceptional circumstances;

[14] a review of support, advice, and encouragement provided to those returning to their posts from absence for caring commitments to ensure that they minimise any disadvantage to an individual's research or other professional activities and thus their career progression

**D: sexist, gender biased, and discriminatory cultures**

[15] that a work plan to challenge sexist cultures be incorporated into the SMART action plan

**E: professorial grades and pay**

[16] a review of pay scales and differentials among professorial staff and their equivalents to ensure that they are not discriminatory: we are aware that pay scales and pay differentials above the scales used in the university Framework Agreement are not themselves a matter for JNCC negotiation; however, since discrimination and equity are part of our conditions of employment on which we **do** negotiate for **all** academic and related staff, we consider it appropriate to make this proposal;

[17] the publication of a clear and evidence based justification from the university management for senior pay and grading differentials across disciplines and fields;

**F: recruitment and retention *premia***

[18] that management conduct a review of *all* pay supplements, including recruitment and retention practices;

[19] that the necessary steps are taken to ensure that such payments do not discriminate against women

**G: good citizenship, caring, and administrative work**

[20] an annual review of the allocation of 'good citizen', caring, and administrative work across all departments:

[21] that policies are established and implemented to ensure a fair allocation of such work

[22] that promotion, progression, mentoring, and performance review policies are reviewed in order to ensure that "good citizen", caring, and administrative work is given real parity of esteem for progression and promotion processes;