

















	OBJECTIVE	ACTIVITIES	RESPONSIBILITY	SUCCESS MEASURE	TIMEFRAME:
CAREER DEVELOPMENT	12. Promote training and other personal professional development activities for cohort	<p>! Ensure all line managers discuss training and development during annual appraisals</p> <p>! Make access to training and development transparent</p> <p>! Create intranet content highlighting upcoming conferences and training opportunities</p> <p>! Develop cohort mailing list share notifications about relevant events / include in newsletter</p> <p>! Discuss the development of grant or fund that can be applied to for activities outside typical training activities</p> <p>LINKED TO: HR Learning & Development Strategy Athena SWAN Action 4.3 - Professional Bodies Athena SWAN Action 4.5 - Training</p>	<p> HR</p> <p> TCSG</p> <p> Line managers</p>	<p> HR to remind line managers that training and development is an essential part of appraisal process; compliance could be measured by speaking to a representative group of staff</p> <p> Increased numbers of cohort attending and development activities</p> <p> Development of intranet and newsletter content specific to the cohort</p> <p> Cohort members could opt in to a mailing list - success measured by increasing number of members annual</p>	<p> Medium</p> <p>Began pre-submission</p>
CAREER DEVELOPMENT	13. Improve communication and transparency around promotion and pay awards	<p>! Linked to previous objectives, develop clear advice regarding development in a role</p> <p>! Improve clarity on what merits an exceptional pay award and feedback on unsuccessful nominations</p> <p>! Ensure the Grading & Remuneration Committee consider roles holistically and do not use simple metrics of success</p> <p>! Develop anonymous case studies of successful exceptional pay awards as guidance for staff and line managers</p> <p>! Contribute to the development of a new appraisal system</p> <p>LINKED TO: HR Reward & Recognition Strategy Athena SWAN Action 4.17 - Promotion process for</p>	<p> HR</p> <p> Grading & Remuneration Committee</p> <p> TCSG</p> <p> Line managers</p>	<p> Following appraisal, staff are aware of what is expected of them over the next 12m and what training they are able to pursue</p> <p>Higher proportion of successful exceptional pay awards</p> <p> Development of intranet content on what constitutes a legitimate case for an exceptional pay award</p> <p> Grading & Remuneration Committee review job descriptions alongside bids for exceptional pay awards</p>	<p> Medium -> Long</p> <p>Beginning Q3 2021/22 at earliest</p>