



Values and Culture/Equality, Diversity and Inclusion Staff Consultation 2022

Dr Avril Hutch
Director of Equality, Diversity and Inclusion

A TRADITION OF
INDEPENDENT
THINKING



University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

1



2

Agenda

- 1) Background and Context
- 2) Summary Survey Results
- 3) Recommendations & Next Steps

3

BACKGROUND & CONTEXT

4

Purpose

- To inform the development of the **UCC Strategic Plan 2023-2028**. (UCC 2022 Action item 4.3.2 set out that an organisational cultural barometer would be undertaken in 2022).
- To inform the development of the first institutional **Equality, Diversity & Inclusion Framework 2023-28**.
- To streamline Athena SWAN assessment processes and inform future **Athena SWAN** applications.



5

Implementation

Timeline	Action
October 2021	Agreement to merge Cultural Barometer and EDI Survey instruments
October-November 2021	Question set, Ethics Application prepared/submitted
December 2021	Social Research Ethics Committee granted approval for the consultation; DPIA prepared/submitted
January 2022	Agreement to pilot Qualtrics for institutional survey; survey testing
February 2022	DPIA granted approval for the consultation; Ethics amendments submitted
March 2022	All staff survey issued by President's Office – open from 3 rd - 30 th March 2022
May 2022	Fourteen staff focus groups undertaken over four week period
July 2022	Preliminary results shared with President's Office, UCC Strategic Planning Team
September 2022	Summary results shared with all staff at President's Townhall



6

Methodology/Approach: Part 1 - Staff Survey – March 2022



- The survey comprised of **101 questions graded across a Likert scale.**
- There were **eight open text questions.**
- The survey was based on **Athena SWAN requirements and benchmarked against HEI and industry values and culture survey instruments.**
- **The survey was anonymous** and all data was cleaned to ensure confidentiality.
- The **EDI Unit** was the data processor and holder for this consultation in line with Ethics and DPIA requirements for this survey.
- **Qualtrics** was the survey instrument employed for the purpose of this survey.

Questions were grouped across **18 thematic areas:**

1. Who we are – demographics
2. UCC Culture & Values
3. UCC Leadership & Strategy
4. Working Environment at School/Unit Level
5. Recruitment & Induction at UCC
6. Working Life at UCC
7. Flexible Working
8. Representation
9. Academic Promotion & Progression
10. Workload Allocation
11. Career Progression (PMSS)
12. Performance Development & Review
13. Research Staff
14. Caring Responsibilities
15. Discrimination & Unfair Treatment
16. Bullying & Harassment
17. Sexual Harassment & Harassment
18. EDI at UCC



7

Methodology/Approach: Part 2 - Staff Focus Groups – May 2022



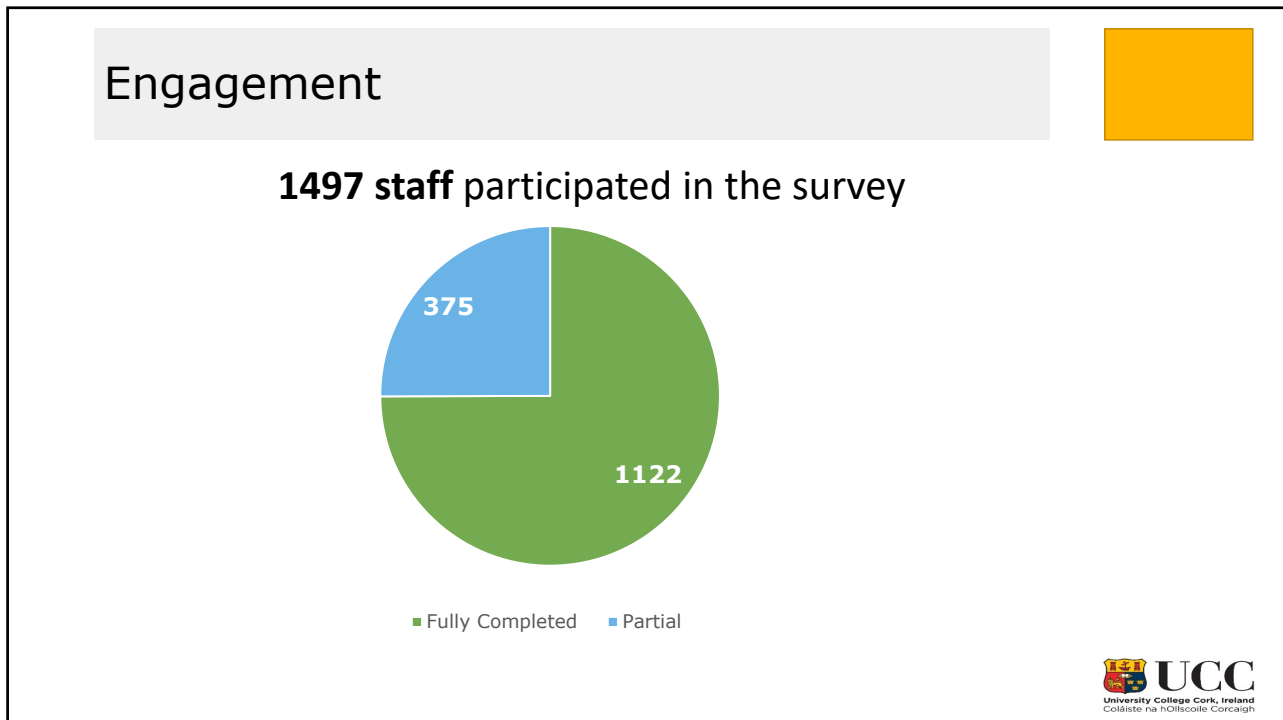
- **Fourteen staff focus groups** took place over four weeks.
- **Fifty-four staff** participated in focus groups during this period.
- **Six standard questions** were asked of each group, with **two thematic questions** depending on group identity/interest area.
- The Director of EDI chaired all focus groups.

Focus Groups were organised into the following groupings:

1. Academic Staff
2. Research Staff
3. Professional Staff
4. Equality Committee Members
5. Athena SWAN Committee Members
6. LGBT+ Network Members
7. Mná Members
8. Race Equality
9. Disabilities
10. Parents and Carers
11. Mixed group




8



9

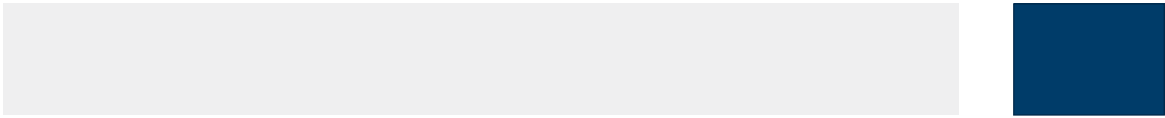
Limitations of the Consultation

- **Lower participation rates** from Research, Technical, Clinical, Hourly/Occasional, Security/Grounds staff
- **Identifiable information** cannot be included for any number less than 5 to protect confidentiality/anonymity
- No data on **socio-economic status**
- **Blended Working Policy** had not yet been introduced
- **More female than male staff** completed the survey, high proportion of prefer not say for gender questions related to promotion and progression
- **Minority groups** are not equally represented
- Two schemes – **PDRS and AWDS** are being revised/reviewed




UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

10

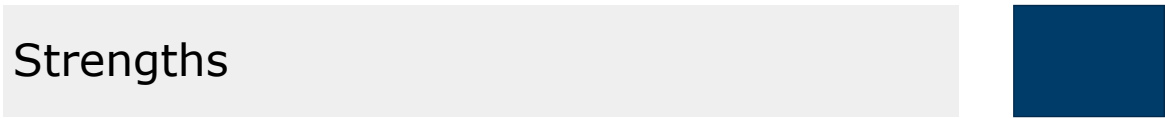


SURVEY RESULTS



University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

11




Strengths

Key strengths identified in the consultation are as follows:

- Scholarship, Ambition and EDI are **recognised values**
- Staff consider UCC is a **purposeful and ambitious organisation**
- Staff consider their work to be **meaningful**
- The majority of staff report good **engagement/support from their line manager**

I feel my work is meaningful and I know what is expected of me	79%
I am treated with dignity and respect	77%
Overall I am satisfied with my line manager	76%



University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

12

Areas for improvement

Key areas for development:

- Progress culture and environment to **ensure UCC is welcoming and supportive of all staff**
- Advance **internal communication processes to improve transparency and increase accountability**
- Progress **staff promotion and progression schemes** and awareness/understanding of same
- Advance mechanisms to counter and address **Bullying/Harassment/Discrimination/Unfair Treatment/Sexual Harassment & Violence**

Transparency is a demonstrated value	38%
The promotion process in my institution is transparent and fair	15%
I have experienced discrimination and/or unfair treatment in my workplace in the past 12 months	16%



13

Who We Are - Staff Demographics – Summary (n = 1354)

- **Age** – average - 34% of staff aged between **45 – 54**. Representation by gender equivalent, bar Age 55-64 (17%F: 25% M)
- **Caring Responsibilities** – **Almost half of staff have caring responsibilities**, high proportion have no formal caring responsibilities (309M: 187M identify as having dependent children; 140F:37M identify as having eldercare responsibilities; 24F:11M caring for someone with a disability)
- **Civil Status** – 60% of staff are married, 10% co-habiting (not in census), 22% single, 3% divorced, 0.5% widowed. Higher proportion of female staff identify as single 24%F:17%M). Higher proportion of men identify as married (56% F: 69% M).
- **Disability** – 88% no disability, **9% have a disability**, 3% prefer not to say. 25% - A condition that substantially limits one or more basic activities such as walking, climbing stairs, reaching, lifting or carrying (23% F: 30%M); 23% A psychological or emotional condition, 44% other including chronic illness (26%F: 15%M)
- **Gender** – **65% female**, 32% male, **1% non-binary**, 2% prefer not to say; **97% gender identity matches that registered at birth**
- **Race/Ethnicity** – **88% identify as White/White Irish**, representation across all other categories **bar Irish Traveller**. Black Irish, Black Caribbean, Black African and Any Other Black Background most **underrepresented groups**.
- **Religion** – **53% identify as Christian**, 31% No Religion, 7% Agnostic, 1% Islam, 1% Buddhist. Representation across all categories but no Sikhism. Higher proportion of male staff identify as No Religion/Agnostic.
- **Sexuality** – 84% Heterosexual, **4% Bisexual**, **3% Gay Man**, **2% Asexual**, **1% Lesbian**.
- **Nationality** – **78% Ireland**, 14% Within Europe (24%F:20%M), 3% North America, 2% Asia Pacific, 1% Latin America, 1% Africa, 0.5% Middle East, 0.5% Another Choice Not Listed. Even spread by gender across nationality.



14

Your Role at UCC – Summary (n = 1355)

- **Contracted Role** – 42% Academic Staff, 36% PSS/Admin Staff, 13% Research Staff, 4% Technical, 2% Clinical, 2% Hourly Occasional, 2% Another Option, 1% Security/Services/Grounds/Works
- **Type of Contract** – 62% Permanent (60%F: 65%M), 13% Contract of Indefinite Duration, 24% Fixed Term/Specific Purpose (26%F: 19% M: 62% NB), 2% Hourly Occasional
- **Contracted Working Hours** – 86% Full Time, 11% Part Time, 2% (FTE with formal flexible working)
- **Duration of Service** – 21% - 5-10 years; 17% 21-30 years

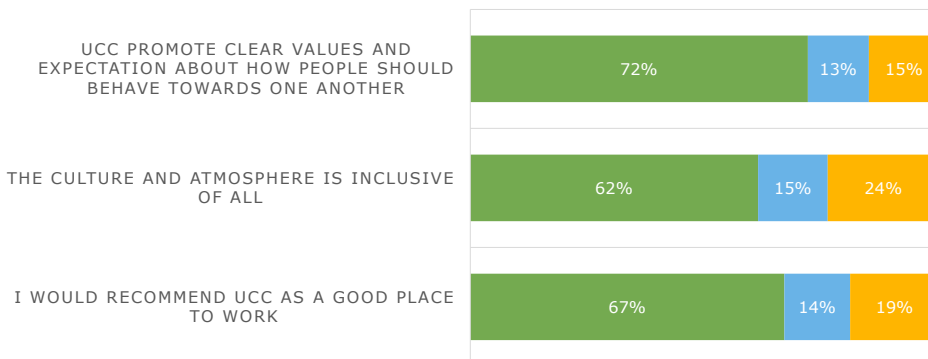


15

Overall – Values and Culture (n=1247)

VALUES & CULTURE

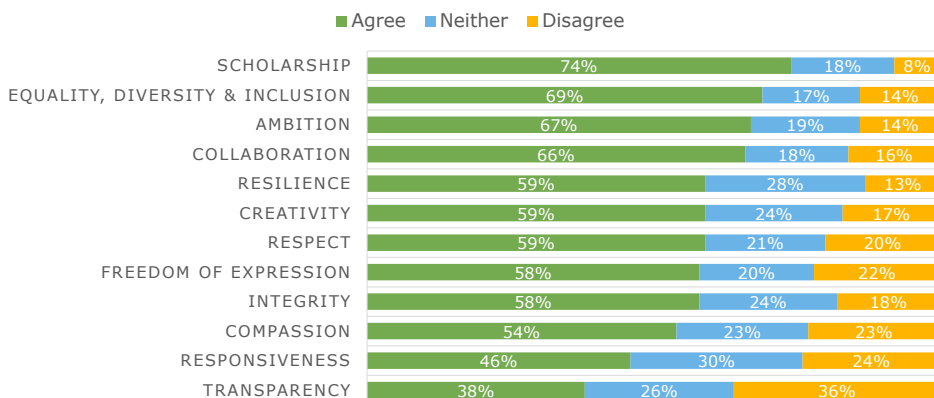
■ Agree ■ Neither ■ Disagree



16

UCC Values (n = 1247)

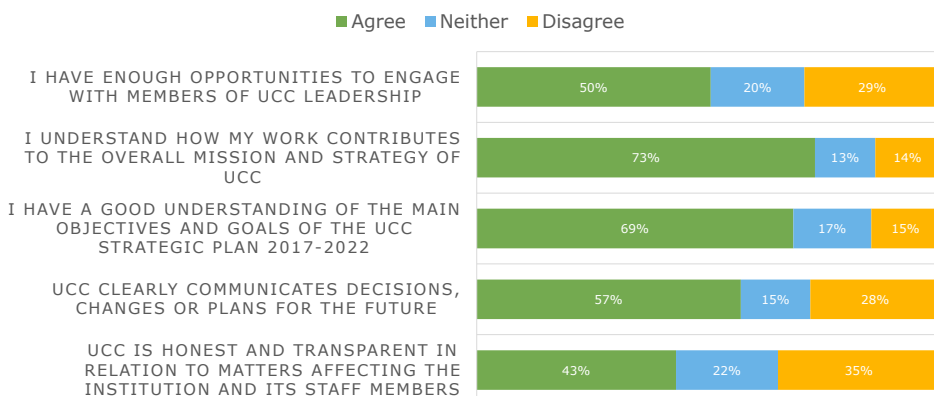
WITHIN UCC, THIS IS A DEMONSTRATED VALUE



17

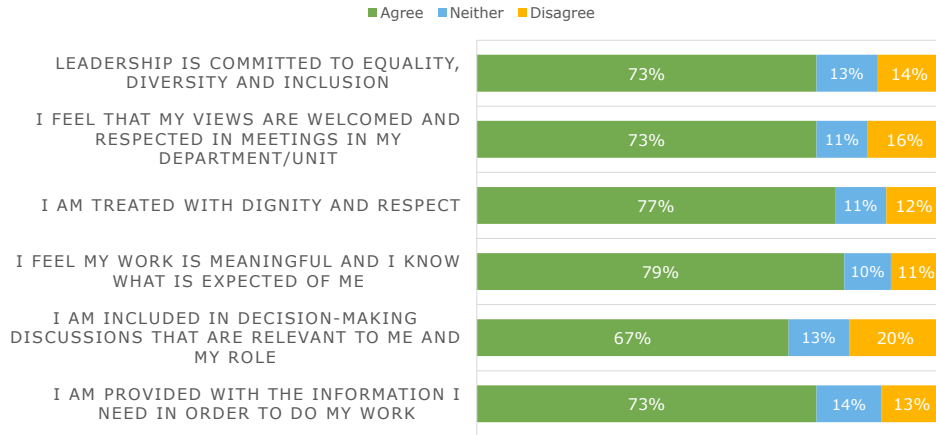
Leadership & Strategy (n= 1247)

LEADERSHIP & STRATEGY



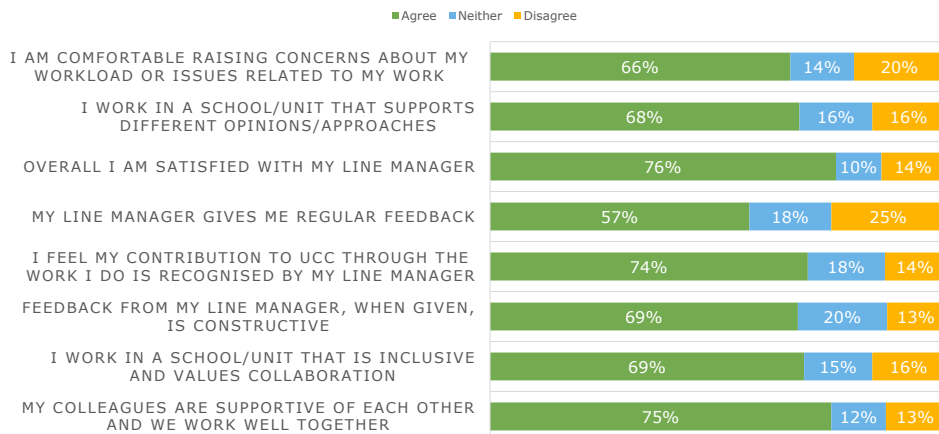
18

Working Environment in School/Unit 1/2 (n = 1244)



19

Working Environment in School/Unit 2/2 (n = 1244)

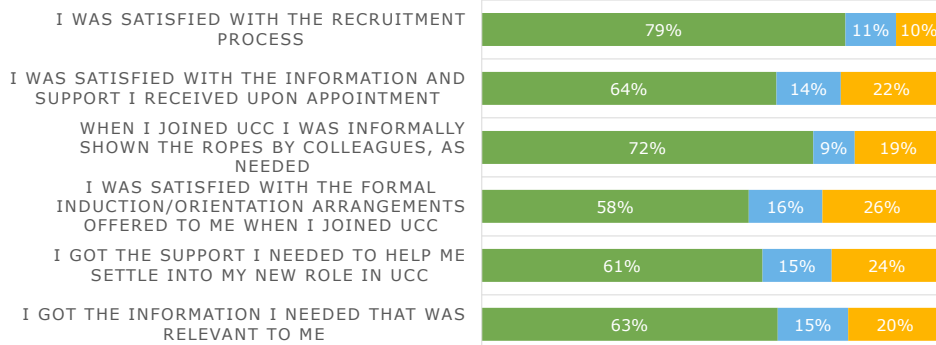


20

Recruitment & Induction (n= 350, four years in post)

RECRUITMENT & INDUCTION

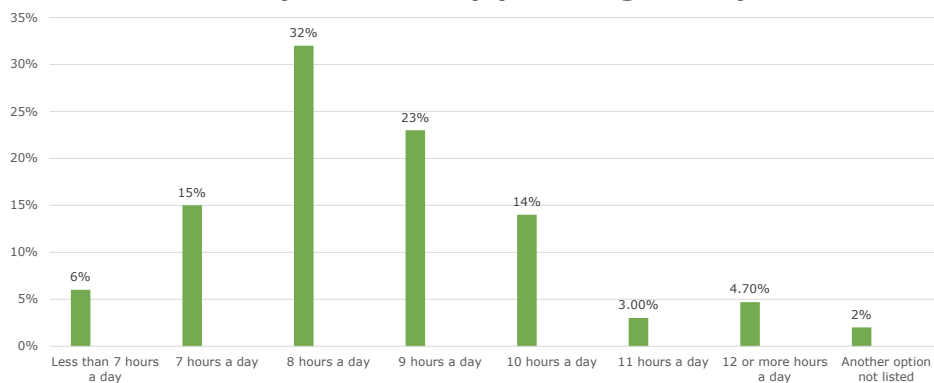
■ Agree ■ Neither ■ Disagree



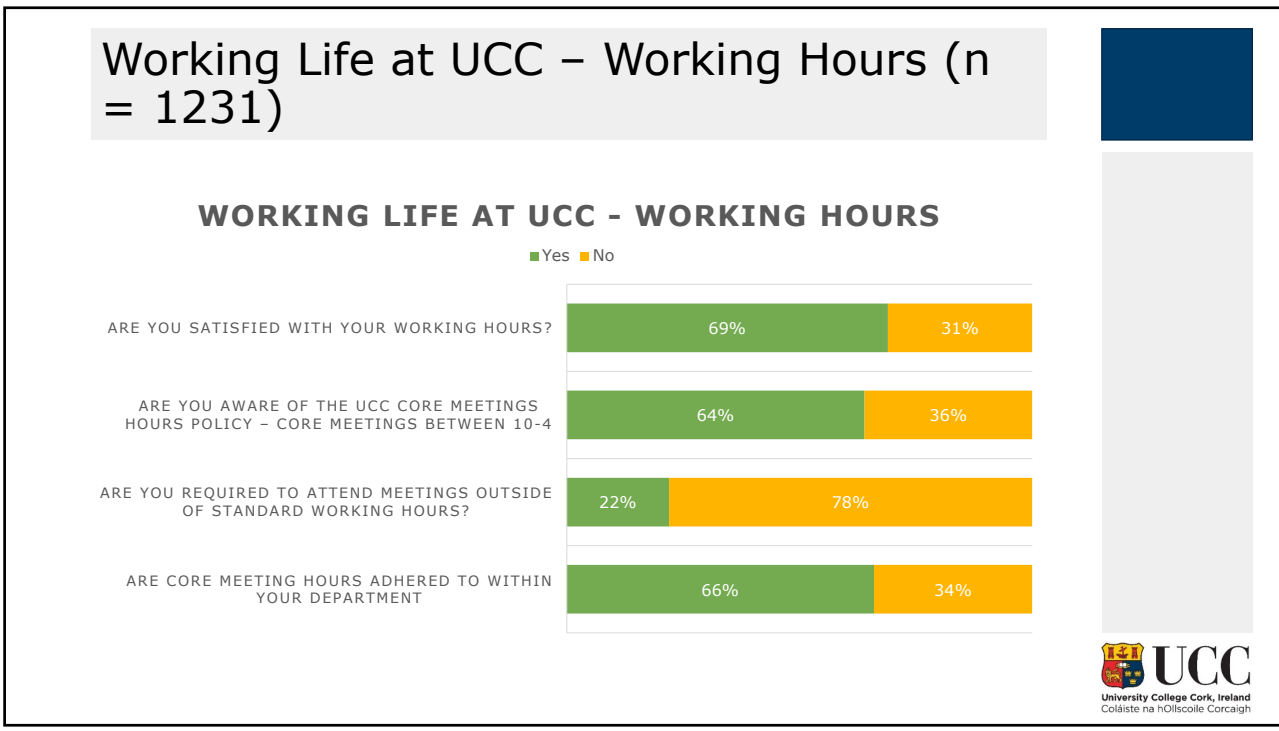
21

Working Life – Working Hours (n=1231)

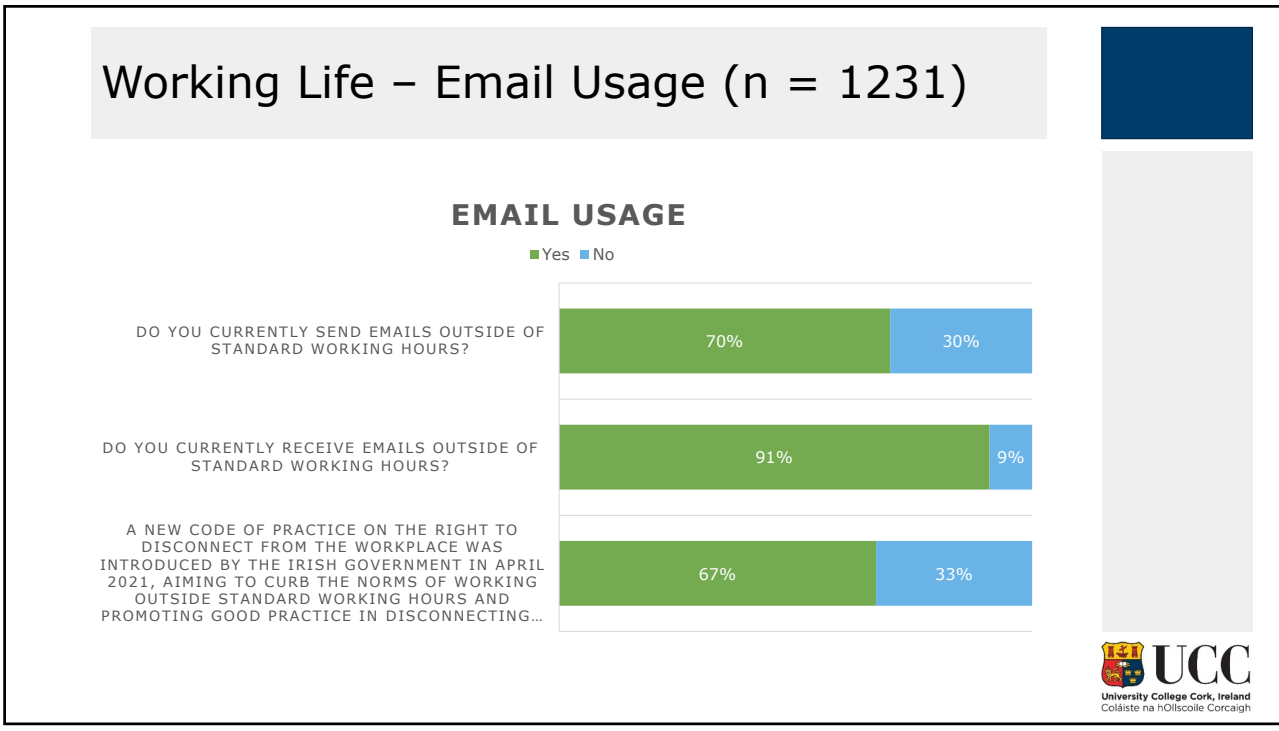
Since September 2021, what is the typical number of hours you work a day (excluding breaks)?



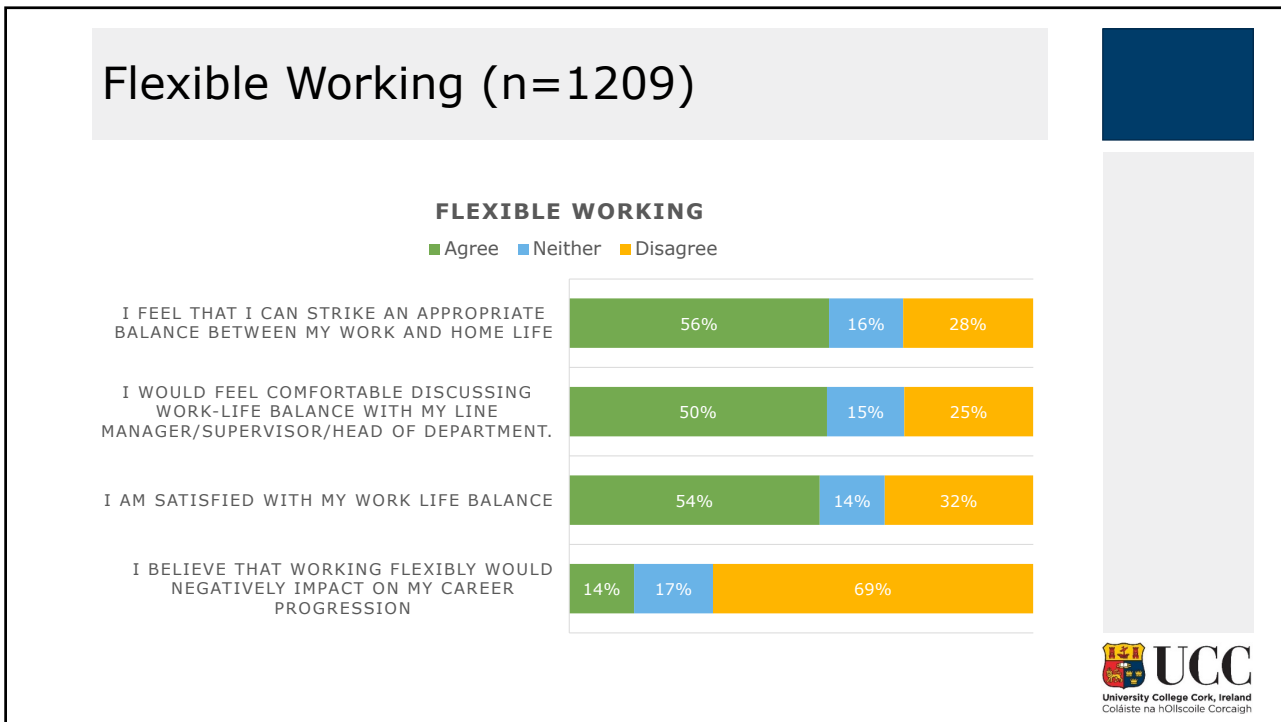
22



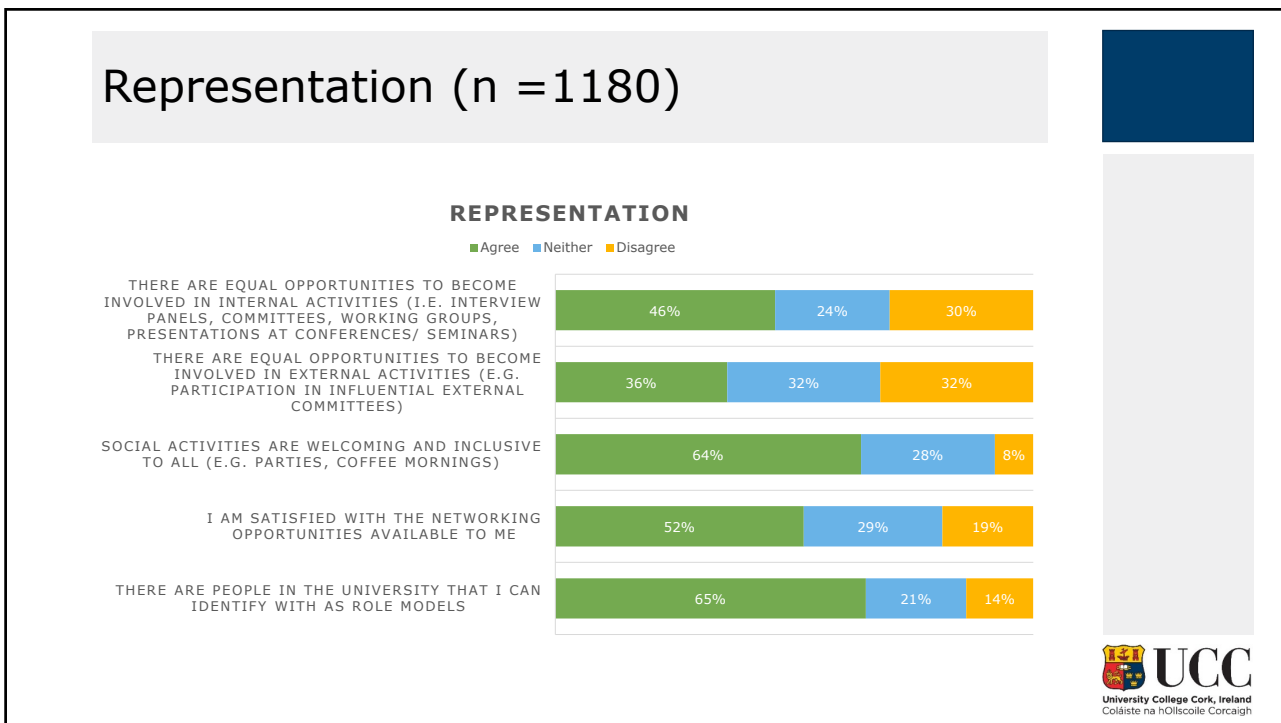
23



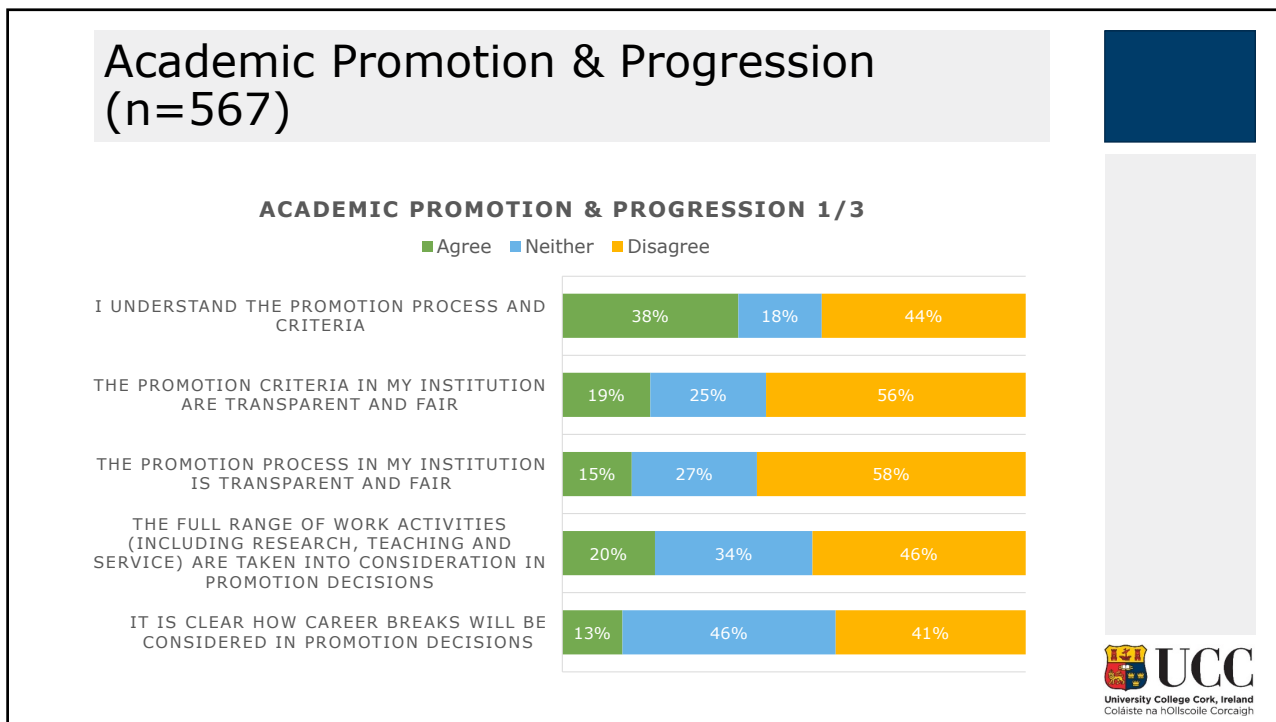
24



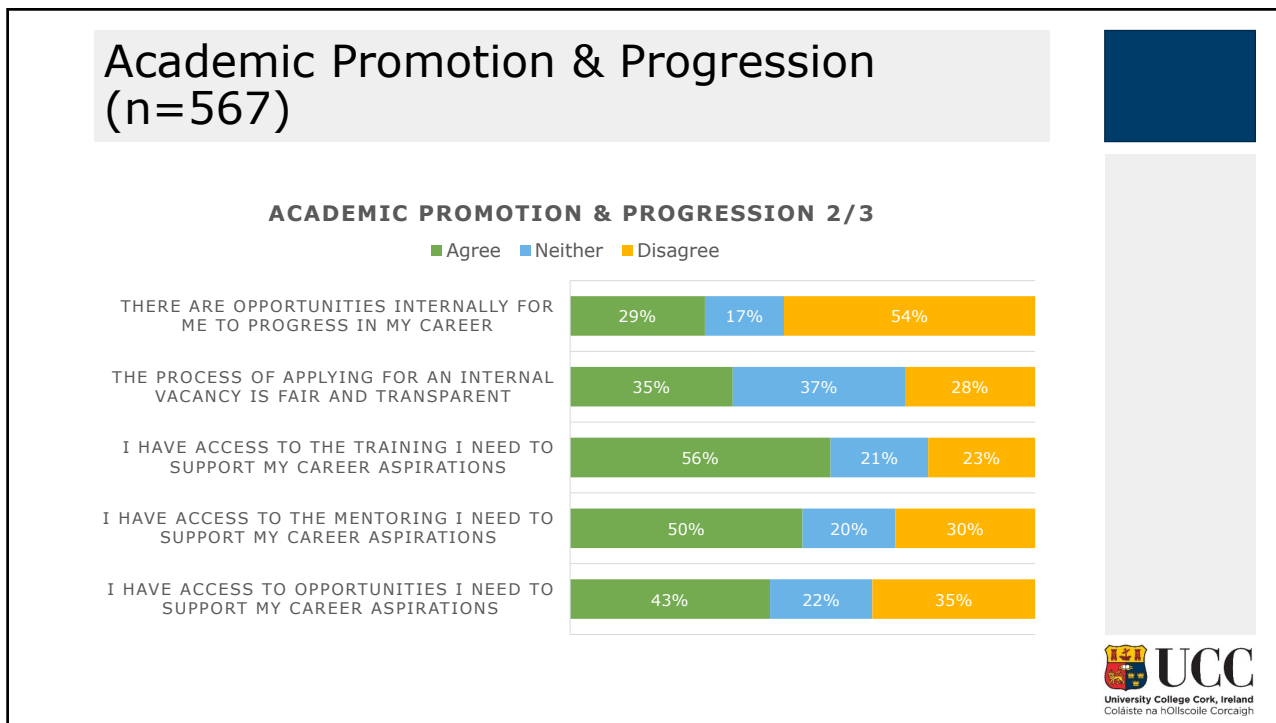
25



26



27

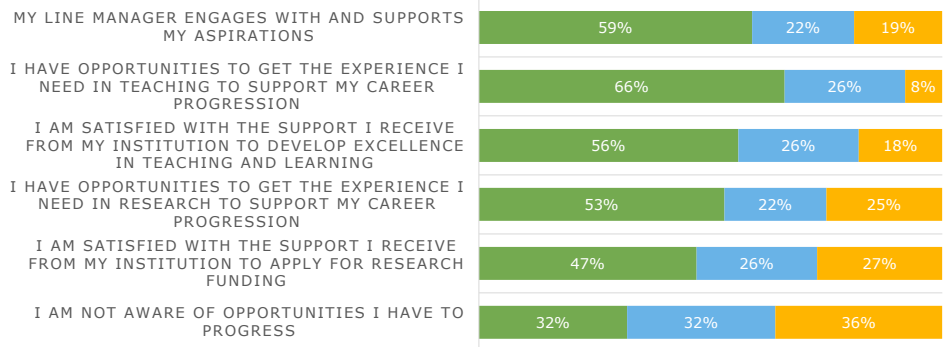


28

Academic Promotion & Progression (n=567)

ACADEMIC PROMOTION AND PROGRESSION 3/3

■ Agree ■ Neither ■ Disagree

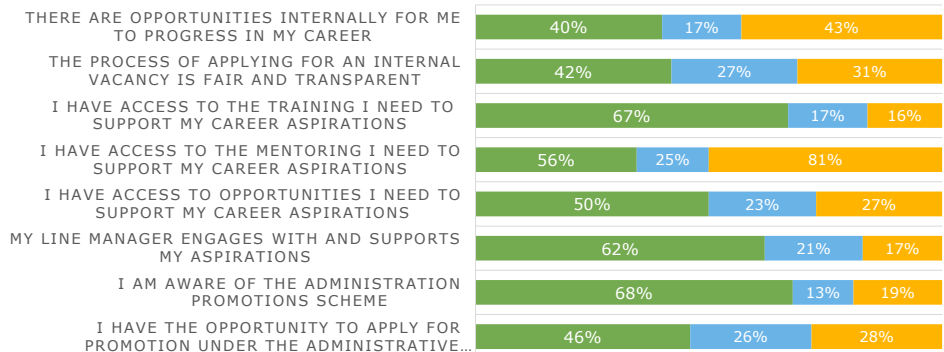


29

Career Progression (Professional, Managerial, Support Staff) (n = 519)

PROGRESSION (PMSS) 1/2

■ Agree ■ Neither ■ Disagree

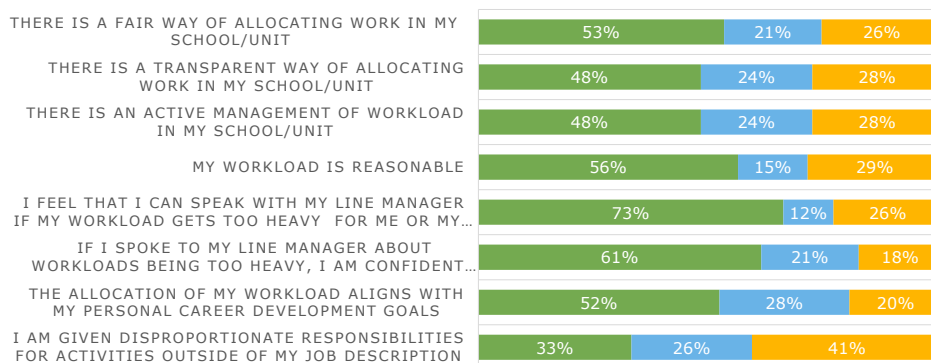


30

Career Progression (Professional, Managerial, Support Staff) (n = 519)

PROGRESSION (PMSS) 2/2

■ Agree ■ Neither ■ Disagree

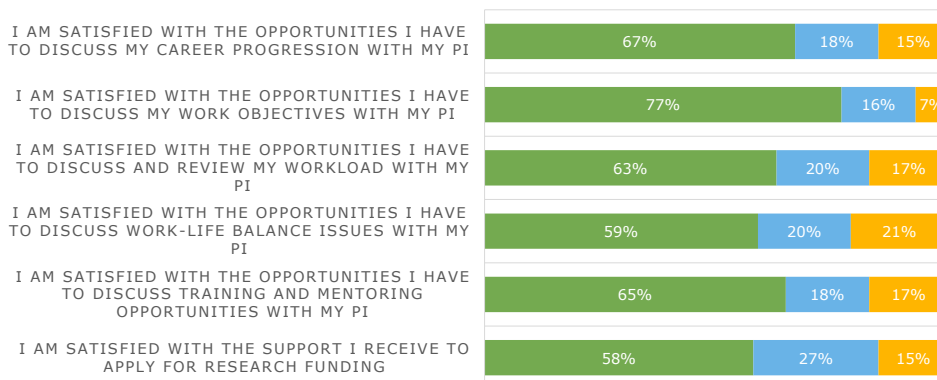


31

Research Staff (n = 121)

RESEARCH STAFF

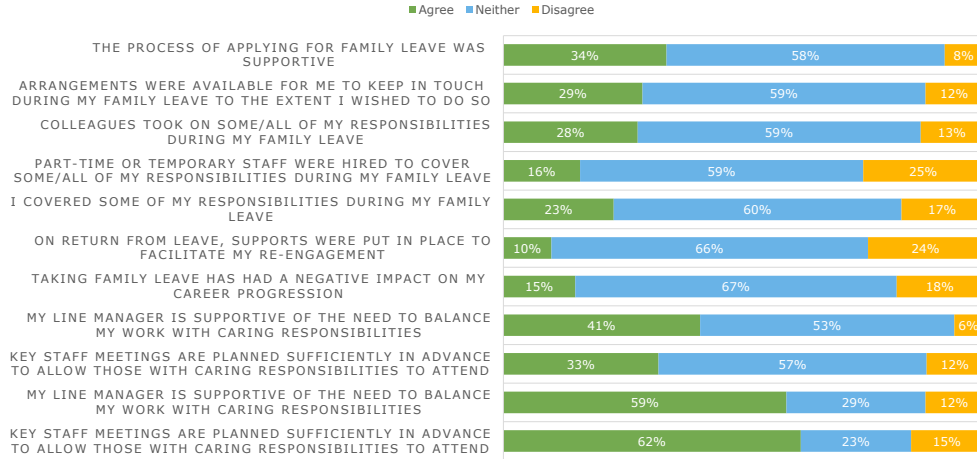
■ Agree ■ Neither ■ Disagree



32

Caring Responsibilities (n = 667)

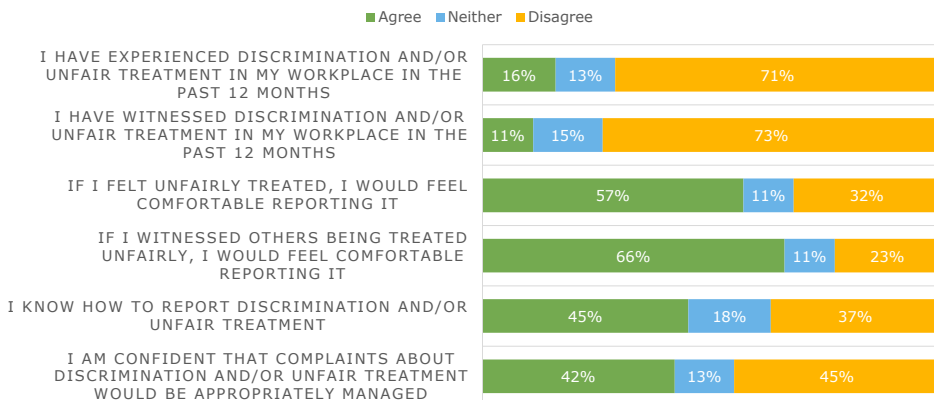
FAMILY LEAVE EXPERIENCE



33

Discrimination & Unfair Treatment (n = 1123)

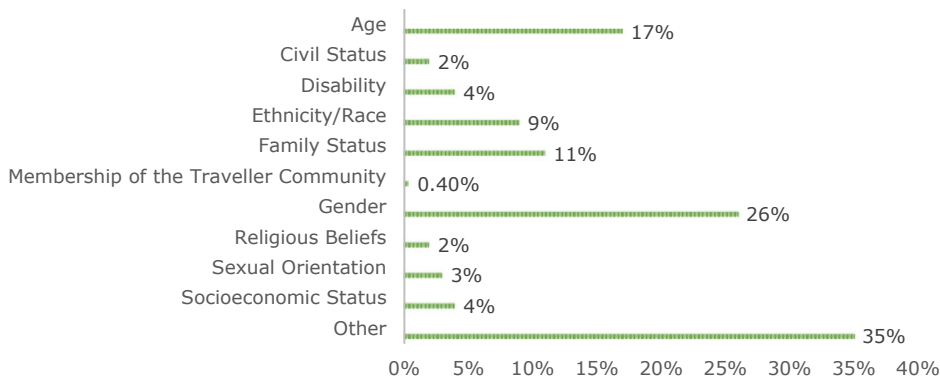
DISCRIMINATION & UNFAIR TREATMENT



34

Discrimination and Unfair Treatment (n = 237)

WHAT WAS THE NATURE OF THIS DISCRIMINATION? PLEASE SELECT ALL THAT APPLY

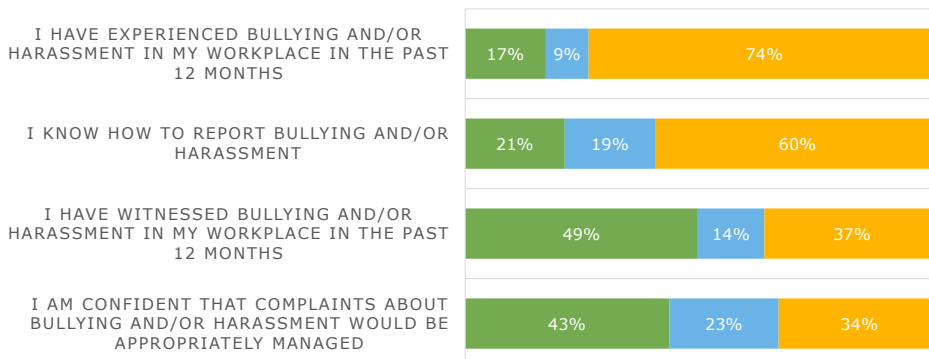


35

Bullying and Harassment (n = 1123)

BULLYING & HARASSMENT

■ Agree ■ Neither ■ Disagree

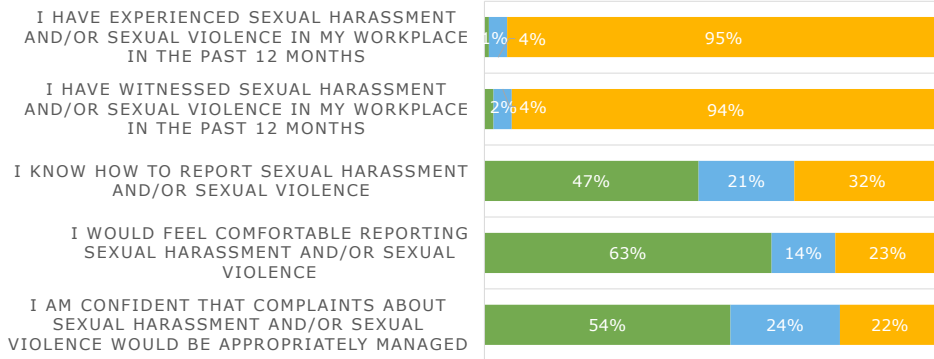


36

Sexual Harassment & Sexual Violence (n=1117)

SEXUAL HARASSMENT & SEXUAL VIOLENCE

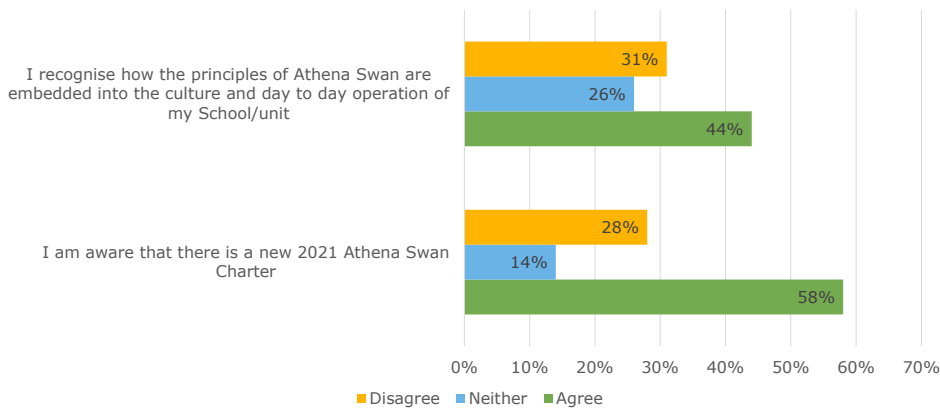
■ Agree ■ Neither ■ Disagree



37

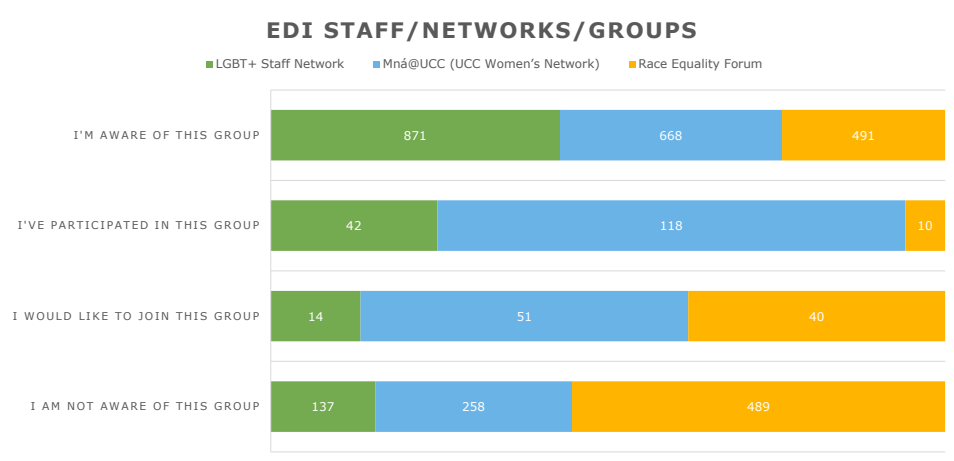
Athena SWAN (n = 1103)

ATHENA SWAN



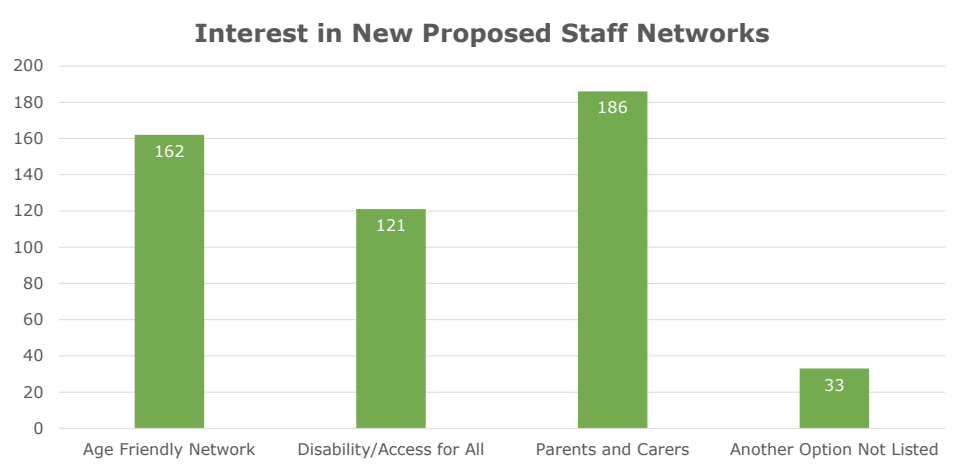
38

Existing EDI Staff Networks/Groups

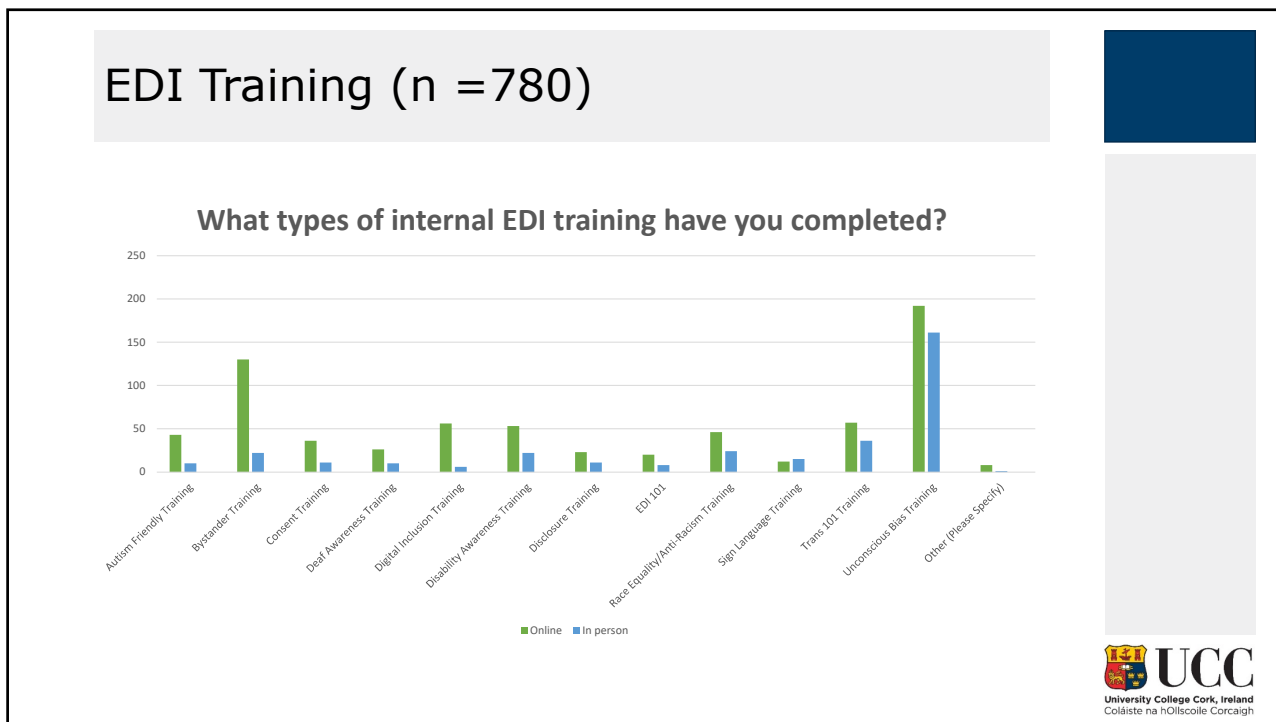


39

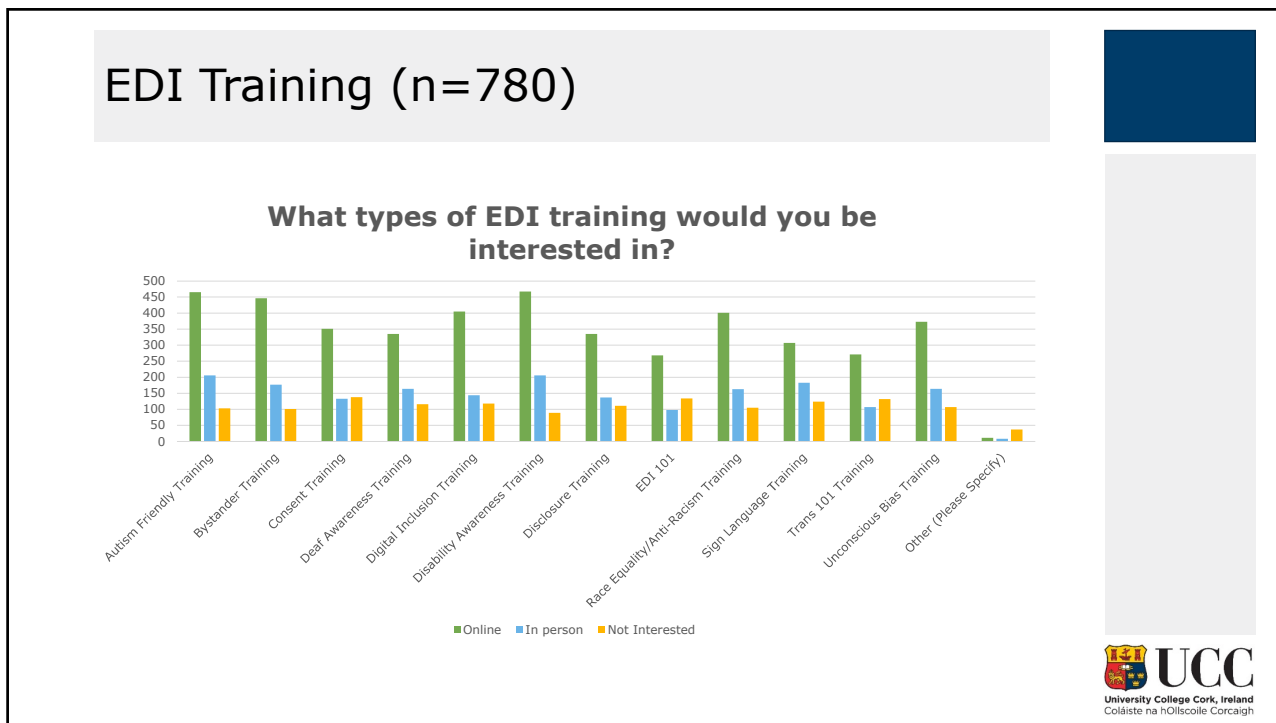
Proposed Staff Networks



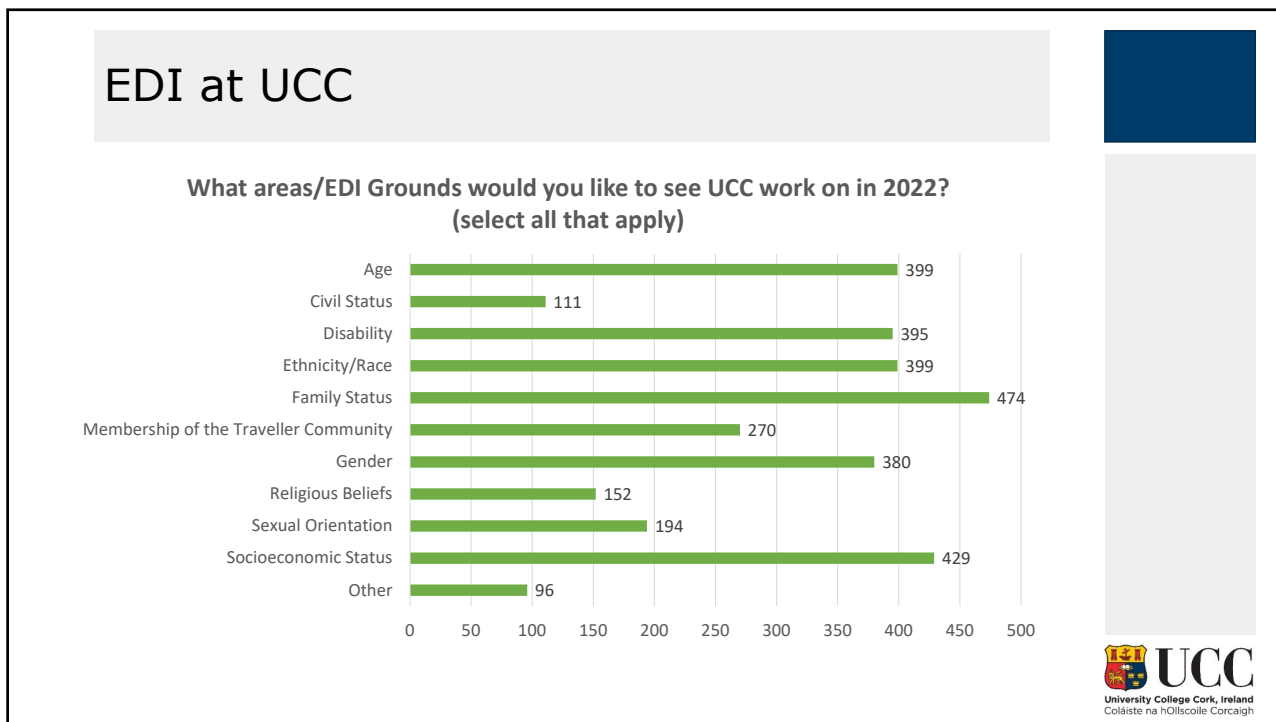
40



41



42



43

What could be done to improve your working life at UCC? (n = 589)

What could be done to improve your working life at UCC? (open text)	
Female staff	Male staff
<ol style="list-style-type: none"> 1. Greater appreciation/feeling valued (15.5%) 2. Improved workload management (13.5%) 3. Improved recruitment/Induction (13.3%) 4. Better transparency in decision making/communications (8.5%) 5. Culture change (9.7%) 	<ol style="list-style-type: none"> 1. Greater opportunities for promotion/progression (25.7%) 2. Greater appreciation/feeling valued (24.1%) 3. Better transparency in decision making/ improved communications (10.5%) 4. Strengthened management/ leadership (9.9%) 5. Culture Change (9.9%)

44

What would be the most important change for YOU related to EDI?

What would be the most important change for YOU related to EDI? (open text)	
Female staff <ul style="list-style-type: none">• Change of Culture (33.4%)• Greater sense of inclusion (22.9%)• Enhance EDI training opportunities (22.1%)• Greater diversity in staff body (19.5%)• Embedding EDI into UCC Culture (19%).	Male staff <ul style="list-style-type: none">• Enhanced promotions /progression processes (22.9%)• Increased transparency (22.3%)• Change of Culture (20%)• Enhanced EDI training opportunities (18.3%)• Embedding EDI into UCC Culture (17.1%)



45

RECOMMENDATIONS AND NEXT STEPS



46

Strengths

Scholarship is a demonstrated value	74%
I feel my contribution to UCC through the work I do is recognised by my line manager	74%
I feel my work is meaningful and I know what is expected of me	79%
I feel that I can speak with my line manager if my workload gets too heavy for me or my work colleagues	73%
I am satisfied with the opportunities I have to discuss my work objectives with my PI	77%
Overall I am satisfied with my line manager	76%
I feel my contribution to UCC through the work I do is recognised by my line manager	74%
Leadership is committed to Equality, Diversity and Inclusion	73%
I feel that my views are welcomed and respected in meetings in my department/unit	73%
I am treated with dignity and respect	77%
I feel my contribution to UCC through the work I do is recognised by my line manager	74%



47

Areas for Improvement

UCC is honest and transparent in relation to matters affecting the institution and its staff members	43%	I am satisfied with the support I receive from my institution to apply for research funding	47%
Transparency is a demonstrated value	38%	I am not aware of opportunities I have to progress (research)	32%
Responsiveness is a demonstrated value	46%	The AWDM offers a fair framework for distributing work	22%
There are equal opportunities to become involved in external activities (e.g. participation in influential external committees)	36%	The AWDM offers a transparent framework for distributing work.	23%
I understand the promotion process and criteria (academic)	38%	There is a transparent way of allocating work in my school/unit	48%
The promotion criteria in my institution are transparent and fair	19%	There is an active management of workload in my school/unit	48%
The full range of work activities (including research, teaching and service) are taken into consideration in promotion decisions.	20%	UCC has a PDRS for all staff who work 0.2 FTEs or more. Have you participated in PDRS in the last 12 months?	27%
It is clear how career breaks will be considered in promotion decisions.	13%	Key staff meetings are planned sufficiently in advance to allow those with caring responsibilities to attend	33%
There are opportunities internally for me to progress in my career	29%	I recognise how the principles of Athena Swan are embedded into the culture and day to day operation of my School/Unit	44%
The process of applying for an internal vacancy is fair and transparent.	35%	I have experienced discrimination and/or unfair treatment in my workplace in the past 12 months	16%
I have access to opportunities I need to support my career aspirations (professional)	43%	I have experienced bullying and/or harassment in my workplace in the past 12 months	17%
I have the opportunity to apply for promotion under the Administrative Promotions Scheme	46%	I have experienced sexual harassment and/or sexual violence in my workplace in the past 12 months	1%



48

Recommendations

Foundation

- Ensure integrity, transparency and compassion are integral to the new UCC values
- Include Equality, Diversity & Inclusion as a crossing cutting theme of the next UCC institutional Strategic Plan 2023-28
- Ensure UCC's values and behaviours are role-modelled by UCC leadership
- Convene EDI Task Force – representing every unit and school/area in the university and representative groups to develop EDI charter for UCC
- Support existing staff networks and establish new staff networks for Age, Disability, Race Equality & Parents and Carers

Culture & Climate

- Mainstream EDI through school & business unit strategic planning toolkits, with internal bronze, silver, gold awards scheme or equivalent for EDI championing
- Increase resources to advance UCC culture and clarify the expectations of the university around people management
- Establish an independent Dignity & Respect/Report and Support Hub
- Address micro-cultures through external environmental assessments, integrated to EDI & People strategic planning processes
- Advance existing policies, develop dedicated EDI policies and undertake awareness raising/zero tolerance campaigns related to bullying, harassment, sexual harassment, unfair treatment and discrimination



49

Recommendations

Success – Access & Achievement

- Increase resources to advance staff recruitment
- Undertake impact assessment of COVID-19 implications for staff development opportunities
- Review pilot blended working arrangements with a view to long-term implementation
- Advance staff promotion & progression schemes and enhance communications regarding same
- Develop a new performance development process having regard to the new UCC values
- Review and advance family leave supports for researchers subject to engagement with external funding agencies

Education & Scholarship

- Establish EDI Centre of Excellence for Curriculum, Research and Innovation with dedicated EDI interdisciplinary offerings so that all academics, students and researchers, irrespective of discipline, engage with EDI content as part of their teaching, learning and research.
- Expand training related to cultural awareness, anti-racism and disability awareness
- Measure and expand research outputs related to EDI

Community Engagement

- Distribute pulse survey on six monthly basis for areas needing more insight/to inform relevant activities (hourly/occasional & research staff in 2022). Undertake institutional Culture/EDI consultation annually and publish findings on dashboard to track progress
- Develop and roll out an internal communications action plan to advance transparency and openness
- Achieve Athena SWAN Silver, Age Friendly University accreditation



50

Next Steps

- Input to Strategic Plan 2023-28 & Quality Review 2022
- Launch of first EDI Framework for UCC 2023 -28
- Undertake pulse survey in January on target areas and reissue full survey in 2023 to track progress. Share results with staff.



51

THANK YOU

Acknowledgements:

Lisa Ryan, EDI Unit, UCC 2022 Pillar 4 Working Group Members, SREC, OCLA, HR, IT, Equality Committee Members, Athena SWAN Committee Members, Survey Pilot Group, Communications, President and DPR Offices, All staff participants.

Contact:

ediunit@ucc.ie



52



THANK YOU

Contact:
ediunit@ucc.ie

