

Athena SWAN – Action Plan

1. Self Assessment and Sharing of Good Practice.

Action #	Objective	Action already taken (if appropriate)	Action Planned	Timescale	Responsible person (s)	Measure of Success
1.1	Monitor Athena SWAN Progress		A Female to lead the women in science agenda for the School will be identified and dedicated administrative support will be provided to oversee progress against Athena SWAN actions.	April 2015	HoS	Women in Science Lead appointed Athena SWAN Administrator appointed.
1.2			SAT will meet termly to ensure the Action Plan goals are reviewed and achieved. SAT will report progress to the School Steering Committee, (SSC) the University SWAN Steering Group and the relevant University decision-making committees (i.e. FSG, the HR&EDG, USG and University Council.). Individual SAT members will be tasked with progressing future actions.	Termly from April 2015	SAT, School Steering Committee (SSC)	Consistent progress is made against the Action Plan.
1.3		Staff and student surveys carried out in 2012 and 2014.	Conduct annual staff and student surveys (in 2015, 2016 and 2017) to measure progress. Staff and students feedback on new and proposed initiatives will be collected. Any gender issues arising will be reported to SSC and the University SWAN Steering Group.	Annually	SAT, Women in Science Lead, Athena SWAN Administrator	Surveys are carried out, gender issues identified and relevant actions taken. 50% response rate for staff and students.
1.4		Promotion of Athena SWAN ethos across the	SAT established with representation from both genders at all levels of the	SAT will actively promote the SWAN ethos across the School via school meetings and WIBS. SAT members will act	Ongoing	SAT, HoS, HoGs, Women in Science

	School	School. WIBS website established by the School. Faculty WISN is well-established within the University as a result of the University's SWAN bronze award and promoted by the School	as SWAN Champions.		Lead, Athena SWAN Administrator	assessed via annual staff and student surveys.
1.5	Raise awareness of equality	WIBS website established by the School. Faculty WISN is well-established within the University as a result of the University's SWAN bronze award and promoted by the School	Raise awareness of equality in the School via WIBS and School meetings.	Ongoing	SAT, Women in Science Lead, HoS, HoGs	Increased awareness of equality as assessed via annual staff and student surveys.

2. A Picture of the Department: Baseline Data and Supporting Evidence.

Action #	Objective	Action already taken (if appropriate)	Action Planned	Timescale	Responsible person (s)	Measure of Success
2.1	Data Collection.		Continue to monitor staff and student data. Data reports to be produced and reviewed annually as part of the School planning process and gender issues arising reported to School Steering Committee for action.	Annually from next academic year 2015/16	SAT, School Administrator, PGT/PGR Administrator, Athena SWAN Administrator	Availability of annual reports that provide data for identification and resolution of gender-related trends and issues.
2.2	Assess female representation in the School's marketing material.	WIBS website established by the School.	Monitor gender balance and increase the representation of females in the School's marketing literature as necessary.	From next academic year 2015/16	SAT, School Web Officer, School Administrator	Increase representation of females in all marketing literature. Develop more female case studies and news stories to highlight potential career pathways for new and current female students.
Students						
2.3	Ensure gender equality in the student recruitment process.		Use School Athena SWAN logo (if successful) on School website and recruitment material.	Ongoing from April 2015	School Web Officer, School Administrator, HR	School website and recruitment material is updated with SWAN logo.
2.4		Focus groups with PGR/PGT students were held to discuss any gender issues/barriers to recruitment.	Set up and promote a School Postgraduate Women in Science Group.	From next academic year 2015/16	Women in Science Lead, Athena SWAN Administrator	Group set up. Gather feedback on group via student surveys.
2.5			Encourage prospective PGR students for invited visits/video conferencing and	Ongoing from April	Academic staff	Increased number of visits by prospective

			encourage females to meet female staff.	2015		students by 20% by 2017.
2.6			Contact female PG students who don't accept for feedback.	From next academic year 2015/16	PGT/PGR Administrator	Feedback is gathered and any gender issues are identified.
2.7			Link PGR student biographies to staff webpages to raise awareness of female PGR student research.	April 2015	Academic Staff	All student biographies are created and linked to staff webpages.
2.8	Maintain good PG completion rates.	School introduced annual Supervisory Boards in 2009 for PhD students to monitor progress and training.	Collect data on reasons for individual withdrawal from PGT/PGR degrees via exit interviews to identify any issues related to gender.	From next academic year 2015/16	PGT/PGR Administrator, PGT/PGR Directors	Data collected, gender issues identified and action taken.
Staff						
2.9	Increase female representation in Academic and Research positions.		Introduce a Professor Mentoring System for female academics.	Summer 2015	HoS, Women in Science Lead	Increased female representation in academic and research positions to the National average by 2017.
2.10			Support staff applying for Fellowships.	Ongoing from April 2015	Research Administrator	
2.11			Identify individuals whose contracts are expiring and offer support for Lectureship/Fellowship applications.	Ongoing from April 2015	HoS, HoGs	

3. Key Career Transition Points, Appointments and Promotions

Action #	Objective	Action already taken (if appropriate)	Action Planned	Timescale	Responsible person (s)	Measure of Success
3.1	Increase the number of female job applications at all grades.		Use the School Athena SWAN logo (if successful), promote flexible working policy, include positive action statements on School recruitment material.	Ongoing from April 2015	Faculty HR Manager, School Administrator	Female job applications across all grades increased by at least 20% by 2017.
3.2			Assess every job at the recruitment stage for its suitability as a job share or part-time position.		Faculty HR Manager, HoS	
3.3	Ensure equality in the promotions process.		Continue to collect data to monitor the impact of current and planned initiatives on female promotion. Report gender issues to SSC and University SWAN Steering Group.	Annually	Athena Swan Administrator, HR	Data collected, gender issues identified and action taken.
3.4			Improve feedback to unsuccessful applicants to give clarity on the criteria needed for future promotion applications.	Ongoing from April 2015	HoS	Proportion of females applying for promotion is proportionate to the number of women in the School. Maintain a high success rate.
3.5			Analyse whether periods of part-time working or maternity leave affect progress.	Annually from April 2015	SAT, Athena Swan Administrator	
3.6			Make promotion processes clearer on the School website and ensure the full range of contributions made by individuals are discussed in PDRs.	Ongoing from April 2015	HoS, HoGs	
3.7	Reduce female attrition rates at early career stages.		Set up a Postdoctoral website with information on funding, academic vacancies and career development/training.	Summer 2015	Athena Swan Administrator	Website established.
3.8			Establish a PostDoctoral 'Buddy' Scheme with new Lecturers, promoted on WIBS.	Summer 2015	Postdoc Committee	Buddy Scheme implemented, positive

			Females will have the option to have a female 'buddy'.		Chair	feedback from staff.
3.9			Encourage female researchers to join the GetSET database so that they can access national mentoring schemes and network with others.	Ongoing from April 2015	Academic Supervisors, HoGs	Female researchers join GetSET.
3.10	Reduce female attrition rates at each level.		Continue to monitor attrition rates and measure the impact of current initiatives.	Annually	SAT, Athena Swan Administrator	Data collected, attrition rates reduced where gender issues were identified and action taken where appropriate.

4. Career Development

Action #	Objective	Action already taken (if appropriate)	Action Planned	Timescale	Responsible person (s)	Measure of Success
4.1	Improve appraisal and promotion process.	Staff surveys carried out in 2012 and 2014.	Monitor the impact of PDR procedures on female applications for promotion and success rates. Report issues arising to SSC.	Annually from April 2015	SAT, Athena SWAN Administrator	Data collected and available for review and identification of issues. Where appropriate, improvements made to PDR procedures.
4.2			Ensure all new appraisers attend the University Appraiser training course and encourage appraises to attend Appraise training so they know what to expect from the process.	Ongoing from April 2015	HoS, School Administrator	100% of Appraisers attend training course by 2017. 2017 Staff Survey to show an increase in female respondents who thought the School ' <i>provided a helpful appraisal</i> ' from 50% (2012 Staff Survey result) to 75%.
4.3			Improve communication of promotion criteria to female staff via WIBS.	Immediate	HoS, HoGs, Line Managers	2017 Staff Survey to show an increase in female respondents who ' <i>understood the promotion/probation criteria</i> ' from 92% (2012 Staff Survey result) to 98%.
4.4			Set up 'Mentoring Circles' of mixed gender and experience to discuss career development.	Summer 2015	Women in Science Lead, Athena SWAN	Mentoring Circle is established providing increased support to

					Administrator	female staff and positive feedback from staff obtained.
4.5	Improve support for new staff.	Staff handbook revised in 2012 as a result of Staff Survey. Staff survey conducted 2014.	Further revise staff handbook and induction pack to include information on WIBS, WISN and the Parent's Support Network.	Immediate	School Administrator	New staff are signposted to relevant information and family friendly policies/support.
4.6			Set up a focus group with new staff to discuss how induction and mentoring procedures can be improved.	Start of Academic year 2015/16	SAT, Athena SWAN Administrator	Focus group set up, feedback received and improvements to procedures implemented.
4.7	Improve career support for female PGR students.	Focus groups with PGR students were held.	Set up Postgraduate website, linked to WIBS, with information on Fellowships, learned societies and funding for conference attendance.	Summer 2015	Athena SWAN Administrator, PGR Administrator	Website established. Improved career support for PGR students as assessed by repeat focus groups/student survey.
4.8			Encourage PGR students to join the WISN for informal mentoring and support.	Immediate	Women in Science Lead, Athena SWAN Administrator	Female PGR students join WISN.
4.9	Increase female representation in School seminar series.	Seminar series are held at lunchtimes so that staff/students with families can attend.	Have more focussed efforts to invite high profile female speakers in the School seminar series.	Start of Academic Year 2015/16	Seminar Organiser, Academic staff	Increase % female speakers to 50% by 2016.
4.10			Ensure that women regularly contribute to School seminars.	Ongoing	HoS, HoGs, Academic staff	Fair representation of women in School seminars.

5. Organisation and Culture

Action #	Objective	Action already taken (if appropriate)	Action Planned	Timescale	Responsible person (s)	Measure of Success
5.1	Monitor gender balance of fixed term contracts.		Monitor gender representation of fixed-term contracts to ensure that women are not being disproportionately disadvantaged.	Annually from April 2015	SAT, Athena SWAN Administrator, School Administrator	Data collected and gender-related issues identified.
5.2	Increase female representation on School decision making Committees.	Committee membership was discussed with staff in June 2014.	HoS will actively encourage female staff to apply for Co-opted positions on RSG & SSC	April 2015	HoS	Female representation on RSG and SSC is increased by at least 1 co-opted member place.
5.3	Ensure fair workload across genders.	Comprehensive workload model established in 2012.	Review workload model annually and explore any gender issues. Report issues arising to SSC.	Annually from Autumn 2014	School Administrator	Fair workload. Gender issues identified and action taken.
5.4			Ensure that future Athena SWAN and Women in Science activities of academic staff on the SAT team are recognised in the School's workload model.	Immediate	School Administrator	SAT activities are recognised in workload model.
5.5	Ensure timing of School meetings are inclusive.	Timing of the School meeting has been moved to 11.00 to accommodate staff with families and flexible working.	Monitor timing and days of regular meetings to ensure that staff with caring responsibilities and those working part-time or flexibly are not disadvantaged.	Ongoing from April 2015	SAT, School Administrator	School meetings are scheduled within family-friendly core hours.
5.6	Ensure an inclusive and open working environment that is free from harassment and bullying.	All staff have 'open door' policies.	Encourage staff to discuss experiences where they felt uncomfortable due to gender with HoS/HoG.	Ongoing from April 2015	Academic staff, HoS, HoGs	Gender-related issues are addressed. Assess success via annual staff survey.
5.7			Run yearly sessions for all staff on gender equality and unconscious bias.	Annually from June 2015	SAT, E&D Manager	Training is delivered and feedback from attendees is positive.

5.8			Continue to promote the University's Harassment Advisory Network to all staff by regular internal communications (e.g. School meetings, new staff handbook).	Ongoing	SAT, HoS, School Administrator	2017 staff survey to show an increase from 92% (2012 Staff Survey) to at least 95% of those respondents who are aware of the Harassment Advisory Network.
5.9	Ensure participation in Outreach is gender balanced.	A female Outreach Officer was appointed in 2010 by the School to engage and inspire future female scientists and raise the profile of women in STEMM.	Monitor gender balance of outreach activities to ensure an even balance.	Annually from April 2015	SAT, Outreach Officer	Gender issues are identified and addressed.

6. Flexibility and Managing Career Breaks

Action #	Objective	Action already taken (if appropriate)	Action Planned	Timescale	Responsible person (s)	Measure of Success
6.1	Raise awareness of the University's paternity, parental and adoption leave provision and support available.	Information posted on WIBS website.	<p>Improve communication to staff of what support and cover is provided during paternity, parental and adoption leave at staff induction and with regular internal staff communications (including School meetings and WIBS webpage).</p> <p>Assess success via staff survey and annual monitoring of take-up rates.</p>	<p>April 2015</p> <p>Annually</p>	HoS, HoG, School Administrator	<p>Staff are better informed of the University's paternity, parental and adoption leave provision.</p> <p>Staff Survey (2017) will show a 50% increase in staff understanding in this area.</p> <p>Data on take-up rates is collected for analysis.</p>
6.2	Promote flexible working.	<p>Information posted on WIBS website.</p> <p>School have introduced a formal monitoring of flexible working requests as a result of University's SWAN Bronze award.</p>	<p>Clear information on flexible working and job share policies are accessible on the School's intranet and WIBS.</p> <p>Assess success via staff survey</p>	<p>Immediate</p> <p>Annually</p>	School Administrator, Athena SWAN Administrator	Staff Survey (2017) will show a 50% increase in staff understanding in this area.
6.3			Include details of flexible working options in the induction pack for new staff to ensure that new joiners are aware of the School's flexible working policy at the start of their employment.	April 2015	School Administrator	Job pack is updated.
6.4			Keep central records of flexible working requests so that the School can	Ongoing from April	HoS, School Administrator,	Take up is monitored by gender and reasons

			accurately monitor uptake by gender.	2015	HR	for declined requests identified. Follow-up and further investigations undertaken where issues are noted.
6.5	Raise awareness of University's family friendly policies to staff.	Information posted on WIBS website.	Improve the information provided at induction so that new staff are signposted to the University's family friendly policies.	Ongoing from April 2015 Annually	School Administrator	Increased awareness of relevant policies amongst staff. Assess success via Staff Surveys. 50% of women to state that <i>'the School promoted the University's family friendly policies'</i> by 2017.
6.6	Support new parents and parents to be.		Link women planning maternity leave with those who have recently returned from maternity leave.	Summer 2015	Athena SWAN Administrator	Maternity returners have support from colleagues.
6.7		Faculty of Science and Health 'Returning Parent Career Development Fund scheme' established.	Continue to measure the uptake of the Returning Parent Career Development Fund scheme.	Academic year 2015/2016	SAT, Athena SWAN Administrator	Increased conference and meeting attendance by female staff. Data on uptake of scheme available for analysis.

Abbreviations:

ESG- Education Strategy Group

FSG- Faculty Steering Group

HoS- Head of School

HoG-Head of Group

HR&EDG-Human Resources and Equality and Diversity Group

PDR- Personal Development Review

PG- Postgraduate

PGT- Postgraduate Taught

PGR- Postgraduate Research

RSG- Research Strategy Group

SAT- Self-Assessment Team

SSC- School Steering Group

USG- University Steering Group

WIBS- Women in Biological Sciences