

Action	Planned action/objective (WHAT)	Rationale (WHY)	Key outputs and milestones (HOW)	Timeframe (WHEN)	Person responsible (WHO) (SAT member accountable)	Success criteria and outcome	Progress
ACTION page 10 1	Increase departmental participation in and buy-in to the Athena SWAN Charter.	The recent staff survey showed that some staff are unaware of the steps the Department has been taking to tackle equality and diversity issues. We are also seeking more communication, transparency and awareness throughout the Department.	Hold an annual update meeting for the whole Department on progress against SWAN action plan and other initiatives.	First meeting, July 2017	E&WC	60% of the Department attending the update meeting. A 5% satisfaction increase in the University staff survey with respect to questions of equality and diversity.	Green
ACTION page 15 2	We will raise awareness among female undergraduate students of opportunities for postgraduate studies and beyond.	The proportion of female postgraduates is lower than at undergraduate level.	Initiate an annual discussion for undergraduates highlighting progression opportunities to postgraduate study, led by female role models within the Department.	Implement a session in the academic year 2017/18 and continue annually.	3rd year course organiser	Raise the proportion of female undergraduates going on to postgraduate courses by 5% by 2019. Monitor rates via exit survey.	Amber

ACTION page 17	3 Ensure all Department members on selection committees have	To mitigate unconscious bias on selection committees.	Implement and publicise a change in departmental policy such that participation in	From July 2018	DA and HoD	A minimum of 80% of all selection panel members will have been trained on best practice in recruitment.	Green
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	undertaken training on best practice in recruitment.		recruitment training is required for serving on any recruitment panel. Current policy requires just one member on each committee to be trained.				Green
ACTION page 19	4 We will gather data on staff leaving the Department and act on any gender biases detected in the data.	Gain an understanding of why people leave the Department. Gather data on future career destinations to monitor any gender or other biases.	We will implement a departmental exit survey for staff leaving and monitor the results.	201850%, 2019-60%	HR/DA	At least 50% of staff leavers will complete an exit survey. Build a dataset regarding future careers and satisfaction of staff.	Discussed 02.02.21
ACTION page 20	5 Encourage applications from	BME groups are underrepresented in our	Introduce text to the job advert that	Job advert text introduced	DA		Discussed 02.02.21

	BME applicants to career opportunities in our Department.	Department. We recognise the need to take action on minority interests beyond gender.	encourages BME applicants to apply for staff positions. We will seek improved reporting by the central University on ethnicity and other recorded data.	by January 2018.		Increase BME applicants for staff positions by at least 5% in the next three years	
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ACTION page 21	6 We will be more proactive in identifying and encouraging the best female applicants for senior academic staff vacancies.	We have a lack of strong female applicants for some lectureship positions.	Establish a search committee of at least three members for all academic vacancies, identify and approach 5-7 strong female candidates for each vacancy. The committee will also be responsible for consulting widely through the Department in order to identify potential candidates and bring the vacancy to the attention of all staff. We will utilise forums such as "Diversify EEB", a list of women and/or underrepresented minorities in our field.	Top priority January 2017 - 2019	HoD	Increase the proportion of female applicants for senior academic position at least 10% in the next three vacancies. Appoint females to at least one third of senior academic appointments next five years.	Green
ACTION page 24	7 Improve awareness and uptake of promotion opportunities by	The staff survey revealed a lack of awareness of career progression opportunities especially among female staff.	Female academic staff will be encouraged to apply for promotion by their appraiser and HoD. HoD will meet with all senior	From Jan 2017	HoD	Increase career progression awareness among academic staff by 10% in the next University staff survey.	Green

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	female academic staff.		research fellows at year 3 of fellowships to discuss career progression opportunities within and outside the Department.				
ACTION 8 page 24	Increase understanding of promotion opportunities within all staff categories in the Department.	The staff survey revealed a lack of awareness of career progression opportunities especially among female staff	The Department will provide a summary of promotion opportunities in the University on its HR webpages and advertise this to staff.	Update website by April 2017 and maintain thereafter.	Web coordinator	Increase career progression awareness among all staff by 10% in the next University staff survey.	Amber
	Improve management and		The Department	From	DA	50% of senior academic staff will have received management	Amber Discussed 02.02.21

ACTION 9 page 26	people skills training for academics and other senior staff.	Staff survey data evidence suggests issues around employee-manager relations and a deficit of people management skills among some senior management.	will take a lead in designing an innovative Schoollevel training initiative to provide taster courses in a range of management subjects including giving feedback and managing sickness absence, in venues geographically	January 2018		training in this or other formats. Increase workplace recognition feedback results by 10% in the University staff survey by all staff.	
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			closer to the users. Courses will be delivered by expert trainers from the SBS.				
ACTION 10 page 27	The E&WC will give priority attention to improving	10a) Appraisal takeup has been low despite promotion. The staff survey identified that appraisal practice needs	We will implement a new policy of annual appraisal and a deadline that	Top priority New policy implement	All line managers	75% of all staff having an annual appraisal by 2018. 15% improvement in feedback in the University staff survey on questions relating to recognition and appraisal quality	Green Discussed 18.11.2020 02.02.21 and 29.03.21

	appraisal and feedback mechanisms for staff in the Department.	to be improved. When appraisal does take place it is highly valued.	will be widely promoted and advertised around the Department. We will promote appraisal training within the Department.	ed in January 2017.			
		10b) Staff Survey data indicated lack of awareness of training and career progression opportunities.	We will emphasise training and career progression opportunities in the appraisal guidance and in communication with appraisers and appraisees. We will develop dedicated web pages with information on training	Top priority New policy implemented by October 2017 New web pages by January 2018.	All line managers	10% improvement in awareness of career progression and training in the University staff survey.	Amber discussed 29.03.21

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			opportunities relevant to our staff.				

<p>ACTION 11 page 28</p>	<p>Improve postgraduate student awareness of transferable skills and career planning.</p>	<p>Following discussion at the Department Graduate Committee it was proposed that we do more to support the development of transferable skills.</p>	<p>We will introduce a “skills check” and “training plan” to the existing review points at the beginning of students' graduate studies, and at the three year point for PhD students. This will take the form of a review and discussion between a student and their supervisor and/or advisors. The Department now has good links with the Career Service and arranges sessions for postgraduate students to meet with them. FA also suggested that the new Inkpath enabled students and supervisors to monitor their training effectively throughout their PhD. It was agreed that this update would be added the Action Plan and the status would be changed to Amber.</p>	<p>From October 2017</p>	<p>Director of Graduate Education</p>	<p>Improve positive feedback on research skills and career development by 10% in national PRES survey for graduate students.</p>	<p>Amber</p>
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ACTION 12 page 33	Improve communication of return to work policies for maternity, paternity and adoption leave.	There has been poor take-up of returning carers scheme for academic staff from our Department. We would like to increase awareness of this and other opportunities such as flexible working.	All staff returning from maternity and adoption leave (as well as paternity) will be invited to a "return to work" meeting with the DA to discuss all aspects of reintegration including the	From October 2017	DA	Three of the next five eligible Department members will make an application for funds from returning carers scheme.	Green
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			returning carers scheme.				

ACTION 13 page 36	Increase awareness of support channels already available within the University and Department for staff affected by bullying or harassment.	SBS staff survey results indicate a reluctance among staff to report on bullying and harassment incidents. More broadly, we would like to promote the University's relaunched Dignity@Work scheme that addresses these concerns.	We will hold short sessions highlighting Dignity@Work for managers and staff both as separate sessions and also at the combined staff meeting, to maximise attendance.	Top priority Sessions starting in late 2016 and continuing through following years.	Chair of E&WC	10% increase in the percentage of staff reporting feeling comfortable about reporting bullying (rise from 75% to 85%) in the next University staff survey Hold at least one Dignity@Work workshop annually	Amber
ACTION 14 page 37	Appoint a female Chair to the E&WC.	There is a general lack of female representatives on senior committees and especially as chairs.	Encourage female members of staff to apply next time the Chair position is vacant.	From January 2018	Chair of E&WC	Appoint at least one female Chair to E&WC during the next four years	Green

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ACTION 15 page 38	Ensure that committee representation maximises gender balance as far as possible.	There is a continuing need to improve gender balance on departmental committees without overburdening individual female academics.	The E&WC will examine the committee compositions and work with all committee chairs to ensure gender balance as far as is possible.	From October 2017	Chair of E&WC	Improve gender balance of senior committees to be equivalent to the percentage of academic females in the Department (~30%) over the next three years.	Green
ACTION 16 page 38	Increase Department-level acknowledgement of service to external committees.	We have recognised that there is a lack of information on wider service contributions by Department members.	Include questions on external service contributions in the administrative workload survey, such as sitting on society and awards panels, grant panels etc.	From October 2017	HoD	Report annually to combined staff committee meeting on the external service contributions by academic staff	Amber
ACTION 17 page 39	Increase Department-level acknowledgement of administrative duties performed by academic staff members.	Currently, although data is collected on administrative workload this is not made public among staff. We can therefore improve the recognition of administrative contributions by academic staff.	We will publish at the combined staff meeting the results of the annual administrative workload survey.	Begin publishing in October 2017, next collection.	HoD	Publish results of administrative workload survey, thus improving recognition of administrative duties by academic staff.	Amber

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ACTION 18 page 41	Improve gender balance of speakers at all seminar series held in the Department.	Some seminar series run in the Department have better gender ratios than others. We aim for balanced gender ratios in all seminar series.	Make gender ratios of all seminar series known to organisers and highlight those series that remain male biased. Organisers will be encouraged to target female speakers for invitation, and female academic staff in the Department specifically encouraged to speak.	From October 2017	Seminar series organisers	50% female speakers in across all seminar series in the Department.	Amber

ACTION 19 page 42	Increase visibility of female role models within the Department .	We have recognised the benefit of our new social media pages in promoting recognition of our staff and especially in increasing visibility of female role models. However this is currently managed by a temporary academic staff member.	The Department is soon to recruit a new member of staff to manage our website and social media accounts. The remit of this role will be adapted to include increasing the visibility of female role models online.	From July 2017	Web manager	Equal gender balance of content in social media posts and website profiles. Assess website and social media traffic relating to female role models and achievements.	Amber
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ACTION 20 page 43	Increase the recognition of outreach work.	Many staff spend a great deal of time involved in outreach work.	We will incorporate questions about outreach	From October 2017	DA	Publish data on outreach annually	Green Discussed 18.11.20

		<p>We aim to increase the visibility of this public engagement work to improve recognition of individuals' efforts.</p>	<p>work into the administrative workload survey, and make the results public.</p>			<p>Recognise outstanding outreach at the Department Newcomers Party, starting in 2017.</p>	
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