

SBCS Athena Swan Action Plan 2017-2019

Key to Action Plan:

- 17. SAT = Athena Swan Self-Assessment Team
- 18. VP = Vice Principal leading College Athena Swan Initiative
- 19. HoS = Head of School
- 20. HoD = Head of Department (there are 4 departments in the School)
- 21. RSG = Research Strategy Group
- 22. SWARM = web-based workload model
- 23. S&E = Science and Engineering
- 24. SBCS = School of Biological and Chemical Sciences
- 25. DTP = Director of Taught Programmes
- 26. DPS = Director of Postgraduate Studies
- 27. WiSE = Women in Science and Engineering
- 28. HPLP = High Potential Leadership programme
- 29. GESAT= College Gender Equality Self-Assessment Team
- 30. RHINOS = Committee for 'Research Help for Incoming New Outstanding Scientists'

Action	Objective	Action taken already and outcome at November 2016	Further action planned at November 2016	Progress Measure	Responsibility	Start Date	Completion Date	Success Measure
1	Governance							
1.1	Continue promoting Athena SWAN ethos within the School with the primary aim of culture change and gender balance at all levels within the School	A series of well-coordinated initiatives across School as detailed in the 2013-2015 Action Plan and developed in this 2016-2019 Action Plan	Continue to actively promote Athena SWAN agenda within the School	Detailed in 'Success Measure' in the 2013-2016 Action Plan and below	SAT Department Representatives, SAT student representative, SAT Chair & Marketing and Communications Officer	June 2012	Annually	Well-coordinated initiatives across School & well-embedded Athena SWAN ethos as shown by annual staff survey
1.2	Improve staff and student data collection and review with a view to identifying areas of improvement and adapt actions to changing trends/requirements	Data reviewed up to 2015	Work together with QMUL to establish central Athena SWAN database, which continuously collects all relevant data	Annual review of all data required for evaluating the success of the action plan & for identifying additional actions	SAT Chair & Diversity and Inclusion Officer	March 2016	Every year in Spring	Annual data review resulting in all SAT members understanding trends & feeding into action plan

1.3	Influence QMUL policy and assess the utility and effectiveness of the Action Plan	Action Plan developed to address areas of concern	Work together with QMUL to continue developing new policies & initiatives to address shortcomings in recruitment, retention and promotion of women in science	Areas to improve identified and added to action plan, particularly in relation to mentoring, retention and promotion of women	SAT Chair, GESAT Chair	November 2016	November 2019	School is represented at all GESAT Meetings Redefined, up-to-date Action Plan that links to and influences QMUL-wide objectives
1.4	Continue reviewing ownership of actions	SAT and staff members identified who are best placed to take responsibility for specific actions based on their roles in the SAT & at SBCS	Actions allocated according to 2017-2019 Action Plan to SAT members, staff members involved in data collection and ALL staff where appropriate	Successful management of Action Plan	SAT Chair, HoS	December 2016	2017-2019	Successful completion of Action Plan
1.5	Continue establishing best practice by attending central QMUL Athena SWAN meetings, networking within and outside the university	SAT members attend monthly QMUL Athena SWAN meetings & bimonthly QMUL Athena SWAN Advocates network. Links to international networks established (AcademiaNet). Participation in gender & diversity conferences, invitations to expert	Encourage more staff to attend internal and external gender equality & diversity meetings	Annual survey showing knowledge exchange and participation of more staff in Athena SWAN activities	SAT Chair, HoS	December 2012	2017-2019	Maintain a record of how knowledge exchange from outside the School has influenced internal procedures; best practice to be implemented in the School

		speakers to speak at our School						
1.6	Facilitate smooth transition of roles	None	Prepare role descriptor and handover protocols for Athena SWAN Chair and protocols for data collection (Athena SWAN core and additional data)	Drafts produced	SAT Chair, Staff Services Officer, EA to HoS, School Manager	April 2017	December 2017	Athena SWAN role descriptor and data collection protocols uploaded on SBCS Athena SWAN website

1.6	Further improve communication of AS in SBCS	Webpage created, Athena SWAN news & initiatives reported at School meetings and in School newsletters; Athena SWAN Chair is member of senior executive; SAT committee has representatives from all levels, (UG, PGR, PDRA, admin, technical staff, academics all levels, (men & women); Athena SWAN talks given for new UG students in induction week; UG student Athena SWAN society established	Further develop induction material specifically targeting the respective groups, including professional staff	Bi-annual surveys showing engagement and knowledge of Athena SWAN initiatives	Marketing & Communications Officer, HoS, departmental representatives, PG student representative, Chair of Athena SWAN UG society	January 2017	2018	All staff in the School are well informed about the Athena SWAN initiatives and benefit from them as measured in the School staff survey 2017 & 2019. All members of the School and potential applicants have easy access to all Athena SWAN initiatives and to HR policies and benefits
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2 Attracting and supporting female students								
A c t i o n	Objective	Action taken already and outcome at November 2016	Further action planned at November 2016	Progress Measure	Responsibility	Start date	Completion Date	Success Measure
2.1	Improve communication of Athena SWAN initiative to current and potential UG students	SBCS Athena SWAN UG society founded	Communicate Athena SWAN principles & initiatives to peers & local secondary schools	Record of peer & outreach activities; collection of feedback forms & annual student survey	Chair of Athena SWAN UG Society, SAT UG student representative, Athena SWAN Chair	March 2017	At least two annual peer & outreach events 2016-2019	Well-coordinated events & knowledge of gender & diversity issues in science as shown by annual survey
2.2		Athena SWAN talks given in induction week for UGs	Athena SWAN representation and activities at UG events	Record of Athena SWAN representation at UG events throughout the year; collection of feedback forms; more students joining the UG Athena SWAN society	SAT Chair, Chair of Athena SWAN UG society	March 2017		

2.3	Promote female careers using mentoring and role models	Annual careers event including alumni presentations	Encourage more female models to take part in these events	Record role models involved in this activity	Careers Consultant	November 2017	Annual 2016-2019	
2.4	Improve communication of Athena SWAN initiative to PGR students	Athena SWAN and WISE representatives present at PGR student induction; PGR representative on SAT	Develop tailored Athena SWAN talk for PG students, include mandatory attendance of 1 WISE event per year in personal development plan	Knowledge of Athena SWAN initiative as shown by annual PG survey	SAT Chair, DPS Chair, Head of Doctoral College	September 2017	Annually 2016-2019	Knowledge of Athena SWAN initiatives & gender & diversity issues in science as shown by annual survey
2.5	Continue attracting female PGR students	At least one woman on each PGR recruitment panel	Additional PDRAs to attend fair selection training to relieve burden from female academic staff	Gender balance on PGR recruitment panels	Staff Services Officer	January 2017	2018	Stable gender balance between PGRs
2.6	Improving support for female PG students	Each student is supported by an advisory panel consisting of the supervisor, co-supervisor & panel chair; personal development & career workshops in place	Work together with SBCS DPS and Director of Postdoctoral College to ensure that Athena SWAN ethos is embedded in all procedures	No gender difference in PGR progression and achievements as shown by panel reports	SAT Chair, SBCS Director of PG studies, Director of Doctoral College	April 2017	April 2018	Increase of number of female PGRs choosing a career in research as shown by career destination survey

3	Facilitating gender balance at all academic levels							
Action	Objective	Action taken already and outcome at November 2016	Further action planned at November 2016	Progress Measure	Responsibility	Start date	Completion Date	Success Measure
3.1	Improving gender balance in decision-making committees Chair or co-chair	Presence of women in decision-making committees enhanced; 25 % female academics on senior executive, first female head of department appointed	Annual review of committee memberships, rotation of membership	More women on decision-making committees	HoS, HoDs, chairs of committees	January 2017	Annually	At least 30% women on all decision-making committees
3.2	Facilitating promotion procedures	Promotion workshops organised by QMUL explaining new promotion scheme	Proactively identify women eligible for promotion and encourage them to attend promotion workshops and formulate ambitious career development plans	Women eligible for promotion identified and informed about new promotion criteria	HoS, HoDs	January 2017	Annually, each autumn term	Increase female professors from 6% to 12%, increase female Senior Lecturers & Readers from 16% to 32% by 2019
3.3		Personal development discussed in appraisals	Establish individual promotion development plans for mid-career	Case by case barriers/areas of support identified and	HoS, HoDs	January 2017	Annually	

			female academics (Senior Lecturers/ Readers)	addressed by HoS				
3.4			Applicants for promotion to have an influence on the composition of the promotion panel	Record promotions going forward from SBCS	Promotion panel; HoS	January 2017	April 2017	
3.5	Improving research support	PhD studentships and start-up-funds for new academic staff; committee established that specifically supports new staff (RHINOS)	Work together with faculty to support mid-career female academics with research funds and PhD studentships	Expect female promotion success rate to be at least in line with the success rate for males	HoS, VP, RSG Chair, SAT Chair	January 2017	2019	
3.6		Monthly grant pitching sessions	Establish bi-annual grant writing sessions & high impact paper writing workshops					
3.7	Improving recruitment procedures	Female academics on all recruitment panels; mandatory fair selection training for all staff on recruitment panels	Increase influence of women on recruitment panels; mandatory unconscious bias training for all staff on recruitment panels	Gender balance on recruitment panels; record of all staff who completed unconscious bias training	HoS, Administrative Officer (HR Support), School Manager	January 2017	December 2017	
3.8		Job adverts designed to attract women	Advertise open positions through WISE					More qualified women apply

					Services Officer			
3.9	Improving fair teaching evaluation of female academics	Unconscious bias training advertised to all probation mentors & peer reviewers who evaluate teaching performance	Unconscious bias training mandatory for all staff and UG students involved in teaching evaluation	Annual review of module evaluation does not show gender bias Recourse identified and allocated to facilitate in-house training	SAT Chair, Teaching Service Manager, Diversity and Inclusion Manager	January 2017	Phased in across 3 years with each new intake all UG to have received training by November 2019	All staff & students involved in teaching evaluation have taken unconscious bias training; module evaluation forms do not show gender bias
3.10	Improving fair role and teaching allocation	Workload model 'SWARM' in place since 2012. 300 hours allocated to Chair of SAT, 40 hours to SAT members per annum	Work together with all staff to review the hours allocated to specific tasks, include hours for Athena SWAN activities for staff other than SAT, include hours for personal development	Workload model revised & approved by all staff	HoS, HoDs, workload model task force group	June 2017	2018	Transparent & fair role & teaching allocation; protected time for Athena SWAN activities and personal development
3.11	Improving mentoring	9 number of women have attended leadership programmes (women in to leadership, HPLP, Aurora)	Identify female academics who have not participated in leadership programmes	Women identified	HoS, HoDs	January 2017	Annually 2016-2019	100% of women in senior positions have attended leadership programmes

3.12		All new staff are paired with a mentor (probation advisor) for their 3-year probation period	Pair mentors/mentees from similar research areas	Productive mentor/mentee relationships as assessed by feedback forms	RHINOS Chair	January 2017	2016-2019 as required	100% new staff confirmed in post.
3.13		QMUL mentoring scheme	Identify women who are not engaged in mentoring programme and work together with QMUL to pair mentor/mentees.	Women identified	SAT Chair	January 2017	Annually 2016-2019	100% of women have been paired with a mentor.
3.14	Facilitate PDRA career progression	Appointment of Director and advisors of PDRAs	Director to coordinate PDRA activities linked to career progression	Monitor PDRA data and their career destinations	Director of PDRAs, Advisors of PDRAs	September 2017	Data to be assessed annually 2016-2019	Increased numbers of PDRAs obtaining faculty & research positions
3.15	.	SBCS PDRA mentoring established	Harmonise SBCS PDRA mentoring scheme with new QMUL-wide mentoring scheme.	Mentor/mentee pairs established	Director and advisors of PDRAs CAPD	September 2017	2018	100% PDRAs participate in mentoring scheme.

4	Building an inclusive working and studying environment							
Action	Objective	Action taken already and outcome at November 2016	Further action planned at November 2016	Progress Measure	Responsibility	Start date	Completion Date	Success Measure
4.1	Create opportunities for networking & socialising	Annual Christmas dinner/lunch, annual welcome party for new staff & PhD students & for celebrating promotions	Set up a social committee that organises an annual event involving all staff and their families (e.g. sports match followed by BBQ)	Available resources identified, venue booked and information transmitted to staff (long notice).	Social committee	Summer 2017	Annually Summer	Summer 2017 event has taken place with good attendance and good feedback on the event
4.2	Celebrate success	Promotions celebrated at annual welcome party; promotions & successful grant applications mentioned in School meeting; award and annual celebration of student prizes; annual celebration of QMUL education awards	Set up award committee that organises prizes and an annual award evening celebrating the whole range of achievements from teaching to research to outreach	Available resources identified, prizes named and established, venue booked and information transmitted to staff (long notice)	Awards committee	Autumn 2017	Annually	Autumn 2017 event has taken place with good attendance and good feedback on the event.
4.3	Inclusive policy for staff on leave by	Skype been used informally on specific	Ensure that all major school	All major meetings are	School Manager	February 2017	Set date for when the	Record of staff on leave making use

	recording School meetings or using Skype	requests particularly at smaller group meetings	meetings are recorded on Q-review and posted online (password protected)	Q-reviewed and staff have the possibility to join via Skype			policy will be in place and communicated	of the recording system Ask people who took part how they found it
4.4	Implement an emergency network for parents	System already trialled informally and successfully on one occasion; parents at QMUL helping each other with short-term childcare; helping with communication – e.g. informing students of a lecture cancelled at the last minute	Set up an opt-in mailing list	Mailing list user list; track number of times the network was used for emergency childcare	Staff Support Officer	November 2016	2016-2019 as required	Parents engage with and make use of the network, contributing further ideas
4.5	Comprehensive support before, during and after parental leave as well as long-term sickness	12 months PDRA support for female academics on maternity leave or staff on long-term sickness; wherever possible teaching is reduced on request on return to work	Work together with HR to ensure that all stages of the parental leave process are straightforward and transparent; discuss flexible working options on case-by-case basis	Information updated on HR website with link embedded in SBCS website, including clear contact details; flexible working arranged if requested	SAT Chair, HR partner, Marketing & Communications Officer	April 2017	January 2018	Feedback from staff returning from parental leave indicates a smooth process
4.6			Generate role descriptions & handover protocols	Role descriptions & handover	Staff who take up parental leave, staff who	January 2017	2016-2019 as required	

				protocols generated.	cover during parental leave			
4.6	Caring responsibility friendly timetabling	All seminars/meetings are held in core hours (10am to 4pm)	Communicate to staff with caring responsibilities that flexible working requests will be considered	Timetabling for 2017/18 takes into account caring responsibilities of staff	HoS, HoDs, Director of Taught Programmes	July 2017	Annually as required 2016-2019	Survey indicates staff are happy with new arrangement. Wherever possible requests will be accommodated
4.7	Supporting staff child care	QMUL childcare vouchers salary sacrifice scheme promoted within School QMUL Parents and Carers lunch promoted to School staff before, during and after maternity and paternity leave	Funded emergency childcare for after hours or sick children, access for parents/carers to 1 day of emergency childcare per year which can be used on separate occasions, e.g. 2 x 1/2 day	Identify funds for emergency child care and set-up administrative system	Staff Services Officer	July 2017	2018	All staff at SBCS know about the system and how to make use of it. Some parents/carers make use of emergency childcare
4.8		Childcare facility for staff and students available on campus (Westfield Nursery)	Review selection procedures for nursery together with Westfield Nursery manager to reduce waiting time childcare for staff	Selection procedures transparent and adjusted to allow shorter waiting times for QMUL staff	Staff Services Officer	May 2017	January 2019	Waiting times for childcare reduced for staff