

RI Action plan (in order of appearance in the Athena SWAN application)

Action Plan Priorities are given in the item column as either: (H) – High, (M) – Medium or (L) – Low.

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
1 (H)	Update and run staff and student annual surveys to provide continually improved, ongoing self-assessment data.	Staff and student surveys posed new questions which should be included in future. We also need to assess the successful implementation of actions proposed.	Run surveys each May (staff) and November (students). Process will include a review of the previous surveys to include specific questions to measure the success of action points. Surveys and review process to be included in EDT annual planning cycle and led by EDT survey co-ordinator (EDT-SC) (see Action Point 3)	Jan 2017	Dec 2017	SAT/EDT co-convenors and designated EDT survey co-ordinator EDT-SC.	Annual surveys established and included in EDT planning cycle. At least 75% response rate in each survey. Responses to survey questions compared against Action Points.	3(ii)
2 (H)	Biennial review of EDT membership and leadership to ensure full representation of all groups and both genders within RI. Phased inclusion of professional and support staff to prepare for future Athena SWAN Silver award application.	Need to refresh the EDT membership, ensure gender balance, bringing new ideas and offering the opportunity for new leaders of the process.	i) Establish a biennial review of EDT membership and co-convenors rotation in April and November, so arrival of new members staggered to allow a smooth transition.	Apr 2018	Nov 2018.	EDT co-convenors, EDT, RI Director	Membership review process in place and included in EDT planning cycle. Move towards gender balance of staff and student representation on the EDT with one male and one female co-convenor.	3(iii)
			ii) Include in EDT planning cycle	Jan 2017	Jan 2018	EDT co-convenors	Appears in planning cycle.	
			iii) Inclusion of professional & support staff in EDT	Apr 2017	Nov 2018	EDT co-convenors	Professional & support staff on EDT before Nov 2018.	
			iv) Review success of EDT membership review process		Nov 2020	EDT co-convenors , EDT, RI Director	Review carried out. Evidence of a smooth review process with good presentation of RI staff	

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
3 (H)	Actively monitor all Action Plan Points, review survey data and other consultations and develop further strategies	Need to accurately assess action plan success and develop new actions	Assign a member of the EDT to act as survey co-ordinator with specific responsibility for overseeing surveys (EDT-SC). By end Jan 2017			EDT co-convenors with EDT	Survey co-ordinator assigned	3(iii)
4 (M)	Create cycle of business and diarise action plan. Formal annual review to determine success of actions and update actions. Publish annual report	Allows timeline of actions to be followed and monitored	i) Establish a diary of actions and a business cycle for the EDT which is to be updated regularly and published cycle of business.		By April 2017	EDT and EDT co-convenors	Documents produced and published. Administrative responsibility for updating in place.	3(iii)
			ii) Establish annual review of actions, publish annual report		By Jan 2018			
5 (H)	Ensure that the workload model takes into account time spent as part of the EDT	Need to acknowledge contribution to ensure continued participation of staff on EDT	Include EDT work in workload model.	Apr 2017	By Sep 2017	UoA senior management, RI Directorate, EDT co-convenors	Clear acknowledgement of EDT commitments in UoA/RI workload models. Contributions visible in Annual Review documentation/records.	3(iii)
6 (H)	Establish an RI specific data base to monitor staff and student numbers and data related to gender balance issues	Identifying up to date RI specific data for the application was difficult	i) assign an individual to act as Equality and Diversity Team (EDT) Data Manager.		By Feb 2017	RI Director	EDT Data Manager in place	3(iii)
			ii) Establish database through liaison with key staff eg Technical Resources Manager, QA manager, HR assistant	Mar 2017	Oct 2017	EDT Data Manager	Up to date RI specific records/data readily accessible.	

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
7 (M)	PhD student data collected and continually updated to ensure: i) Extensions and submissions are correctly attributed. ii) Source and nationality of PhD students is known. iii) Future careers of PhD students is recorded	Develop database relating to career pipeline for PhD students.	i) Create data base of current and recent students extensions and submissions	Mar 2017	Accurate records by Sept 2017	EDT Data Manager, Graduate School, RI Post graduate Research Co-ordinator	Accurate RI student data available for analysis whenever required.	4.1 (iv)
			ii) Collect information from current students regarding their previous education and place of study.					
			iii) Collect information from PhDs as they leave and follow up for 5 years.					
8 (H)	Monitor length of time staff spend at a given grade and encourage to apply for promotions	Allows us to determine if individuals stall in career progression	Collect accurate data and hold for annual analysis. Staff spending more than 2 years at the top of current grade will be highlighted to IEC. IEC will then contact line manager to discuss.	Apr 2017	Accurate records by Oct 2017 then maintained	EDT Data Manager, HR Partner responsible for data collection/storage. Line managers responsible for encouraging promotion applications.	Accurate data available for assessment by line managers, RI Director and IEC. Evidence of appropriate career progression in future analysis. Promotion process viewed as more fair, evidenced in surveys	4.2 (i)
9 (M)	Set up process to systematically assess all aspects of recruitment	Views of RI recruitment based only on discussion of SAT with recent appointees. Better information needed	Survey all individuals who joined the RI in the last 12 months and then all new recruits at induction	Apr 2017	Process functioning by Sep 2017	EDT with EDT Data Manager	Better data from which to assess quality of recruitment process in the RI and make specific, informed improvements.	5.1 (i)

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
10 (M)	Job advertisements to be reviewed using principles recommended by unconscious bias experts	Potential for implicit bias in job adverts which we should eliminate	Staff advertising posts will be required to understand how to avoid unconscious bias (see AP 11 below). Advertisements will be reviewed by HR co-ordinator.	May 2017	Procedure adopted by Oct 2017	EDT Co-Lead (LW) EDT	More balanced male/female ratios at grade 6 and grade 9 (time frame of this is limited by staff turnover).	5.1 (i)
11 (H)	RI-staff on interview panels attend an unconscious bias seminar at least every 2 years	To eliminate any unconscious bias in interview panels	A specific seminar on unconscious bias will be scheduled annually in the RI. Attendance will be recorded and only staff attending within the last 2 years will be permitted on interview panels.	Procedure adopted by Sept 2017	All staff on interview panels will have attended seminar by Sept 2018	RI external seminar series organiser, EDT Co-Lead (LW).	Staff on interview panels will all have attended the seminars. Fuller appreciation by all staff of potential for unconscious bias. Fairer recruitment process.	5.1 (i)
12 (H)	Composition of all recruitment committees will be recorded and this data reviewed by the EDT	Need to ensure fair representation of all groups on selection committees	Composition of all recruitment panels will be fed to EDT Data Manager to be held in the RI EDT data base	Mar 2017	Accurate records by Sept 2017	EDT Data Manager, HR partner, EDT	consistently gender balance recruitment panels	5.1 (i)
13 (M)	Put in place a process to monitor feedback from inductions to identify potential for improvements	We need to assess if the RI induction process could be improved	Feedback data collected by the EDT Data Manager and then assessed annually by the EDT	Apr 2017	Process in place by Oct 2017 EDT first report to EDT Jan 2018	EDT Data Manager, liaising with QA and Technical Services manager	Improved induction or evidence that all staff and students find the induction process helpful (measured in surveys)	5.1 (ii)
14 (H)	System to determine that promotion is discussed during annual review by recording this in feedback	Staff perception that promotion system is opaque and low application rate suggests that understanding could be improved.	Specific question to determine whether promotion was discussed will be added to the feedback forms on staff reviews	Apr 2017	In time for 2017 annual review	EDT with EDT Data Manager and HR partner	Better information to staff regarding the promotion. More applications for promotion if appropriate	5.1 (iii)

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
15 (H)	Ensure all staff attend promotion information sessions and provide direct feedback on their usefulness.	Promotions exercise is perceived as unclear or unfair	Theme leaders and line managers will contact staff directly prior to promotion information session to strongly encourage to attend	Jun 2017	In time for promotions round at end of 2017	EDT, EDT Data Manager, HR partner	Better appreciation of promotions measured in surveys and applications	5.1 (iii)
16 (H)	Improve career development advice for female staff by mentoring and inspirational female STEM speakers	We need to improve visibility of senior female role models and provide advice and support specific to women in science	In conjunction with IMS run an annual seminar dedicated to career advice with invited STEM speakers for female staff will be made a recurrent fixture in the RI seminar series	Apr 2017	First talk before Dec 2017	EDT with EDT Data Manager	Evidence that staff and students feel better advised about how to achieve career goals and have additional positive role models Measured in surveys and direct feedback after events	5.3 (i)
17 (H)	Add checklist to documentation for reviewers to use at annual reviews (see Section 7)	Need to ensure all relevant topics are covered in each annual review meeting	Generate a checklist to include with documentation for RI annual reviews to ensure all key review topics have been discussed	Mar 2017	Apr 2017	EDT Co-Lead (JR) and EDT	Evidence that staff are better advised on key topics the annual review should cover. Measured in surveys and direct feedback discussions	5.3 (ii)
18 (M)	Collate feedback from staff after annual review	To acquire better information with which to assess reviewee's experience and improve the review process where possible	i) Put in place protocol for reviewers to ensure full collection of feedback forms from staff after each annual review	Apr 2017	May 2017	HR partner, line managers and IEC (ensuring reviewers collect feedback) assessment of effect). Data collation by the EDT Data Manager.	Improved review process measured by greater staff satisfaction with the process (measured in 2018 survey)	5.3 (ii)
			ii) Discussion group to be held following 2017 round of reviews	Jul 2017	Aug 2017			

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
19 (H)	Appointment of RI mentoring co-ordinator	Need to improve awareness of options for mentors and mentees in mentoring program	Assign individual to promote mentoring and advise line managers who will discuss mentoring in annual reviews.	Mar 2017	In place in time to report to Oct 2017 EDT	RI Director and IEC, and EDT Co-Lead (JR)	Significantly higher mentoring rates, better awareness of mentoring opportunities (by 2018 survey)	5.3 (iii)
20 (L)	Put in place measures to ensure that students are aware of KE activities	Need to improve awareness of possible KE activities to students	Supervisors to highlight KE activities their students could contribute to. Opportunities will also be highlighted at student inductions. We will also add a specific KE page to the media wall.	Mar 2017	Before arrival of new 2017 Oct intake of PhD students	EDT Data Manager, EDT and RI Post Graduate Research Co-ordinator	Increased involvement of students in KE activities and knowledge of them recorded in student survey (2017 and onwards)	5.3 (iv)
21 (M)	Develop a structured 'Grant Academy' system for assisting staff following unsuccessful grant applications	Need to improve support and subsequent outcomes for future grant applications	Consult with RI Deputy Director responsible for research and successful senior staff to identify any areas of weakness. Consult academic staff by focus group on preferred support. Define process.	Apr 2017	Process in place by Dec 2017 ready for staff to use by Jan 2018	RI Deputy Director (research), IEC and EDT	Evidence that staff feel better advised how to successfully compete for research funding Measured in surveys (2018 on) and direct feedback after events	5.3 (v)
22 (M)	Organize a focus group with ECRs and later career stage staff to explore their satisfaction with support currently available for grant writing	Need to offer better support for those applying for competitive external support	Advertise (e-mail and media wall) and then hold focus group. Define any improvements that should be made. EDT and RI Deputy Director (research) to determine changes	Mar 2017	Completion for EDT Oct 2017	EDT and RI Deputy Director (research)	Survey and feedback evidence that staff feel better supported and confident in grant writing. Monitor grant success of individuals via the staff survey.	5.3 (v)

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
23 (M)	A Standard Operating Procedure (SOP) will be put in place to define how cover will be put in place for maternity leave.	At present work that cannot be done by staff on maternity leave is reallocated to other staff informally.	An SOP will be prepared to cover how work is reallocated when staff are on parental leave	Feb 2017	In place by May 2017	RESAS Theme 3 Coordinator at RI	Relevant SOP in place and in use	5.5 (i)
24 (H)	Appointment of RI Parental Leave Advisor (RI-PLA) to advise prospective parents of rights and helpful resources. RI-PLA will liaise with HR advisor to ensure accurate advice given	Need to improve access information relating to maternity/parental leave, childcare etc	A current SAT/EDT member has been identified to take up role of RI-PLA. All staff will be made aware of the RI-PLA via their annual review, induction information, e-mail and the media wall	Apr 2017	Report progress to Jul 2017 EDT	RI Director, IEC and EDT co-convenors	Improved experience of finding information and receiving advice relating to parental leave and associated issues.	5.5 (i)
25 (M)	Take part in a UoA wide survey of parents to determine the effect of parental leave on career progression	The numbers of parents in the RI who had taken maternity/parental leave was too low to draw conclusions from the survey data.	Press for a UoA wide survey of parents that would take place in 2017. This may take the form of a unified question set in staff surveys across multiple departments and collated by the EDT Data Manager	Feb 2017	Unified question in staff survey May 2017 if possible but co-ordination required may delay this	EDT Co-Convenors , HR partner, RI-PLA in consultation with EDT Leads from other departments and the UoA Gender Equality Steering Group	More reliable data regarding the impact of maternity and parental leave on career development to inform future actions	5.5 (iii)
26 (M)	Ensure recognition for staff covering those taking maternity/parental leave	Staff covering for those on leave do not always feel their contribution is appropriately acknowledged	A system to more formally recognise the contributions of staff covering parental leave This will be specifically noted in annual review by line managers	Feb 2017	In place for 2017 annual reviews Assessment/ review by EDT-FWG at Jan 2018 EDT meeting	EDT, RI Director	Contributions made officially recorded in annual reviews. A new question will be used in the survey to measure response.	5.5 (v)

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
27 (M)	Put out targeted messages from the RI Director to line managers and staff to promote a positive attitude to flexible working	Survey suggested some staff feel flexible working is not encouraged. This should be improved.	Director will contact all line managers to ensure that all staff receive appropriate, supportive advice during annual reviews. Media wall and e-mail will be used to better inform staff about flexible working	Mar 2017	Line managers contacted before 2017 annual reviews. Staff informed by media wall and e-mail by Jun 2017	RI Director, EDT	Improved responses in staff survey regarding perceptions of flexible working	5.5 (vi)
28 (M)	Ensure the option of changing hours after maternity leave or a career break is flagged up to staff before or during period of leave	To improve information available to those taking maternity leave or career breaks in a timely way	Line managers and RI-PLA will make sure staff are aware of options before leave is taken. This will be monitored by RI-PLA and reported to the EDT. Success measured via specific question in the 2018 surveys.	Jun 2017	In place by Oct 2017	HR partner, RI-PLA, EDT	Improved knowledge and greater staff satisfaction with provision of information relating to return to work. Increased satisfaction in staff surveys	5.5 (vii)
29 (M)	Obtain specific feedback from individuals who have taken career breaks to determine how to improve support	Staff survey suggested up to 40% of staff might not feel fully supported during or after a career break. However, the reasons for this were not clear	Staff who have taken a career break will be contacted by the EDT-flexible working group to determine any improvements that could be made. EDT may suggest new questions to include in staff surveys and follow up with future actions.	Feb 2017	EDT-flexible working group to report to EDT meeting Jul 2017	EDT-flexible working group	Improved understanding of problems with support during or after career breaks by interviewing staff to identify specific problems.	5.5 (vii)
30 (M)	Review our communications network by obtaining the views of all staff	Changing structure of RI has led to changes in staff communications structure. It is important to determine if this is working well	E-mails and networking opportunities eg 'café culture' events will be used along with the staff surveys to determine staff views and seek suggestions for any improvements. New questions to appear in 2017 and 2018 survey	Mar 2017	KE co-ordinator to report progress/ findings to EDT Jul 2017	KE co-ordinator, EDT, EDT-SC (where new questions added to survey)	Clearer information as to whether communication to and from staff and management is working well and how it may be improved. Improvements measured by positive survey responses	5.6 (i)

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
31 (H)	Monitor gender balance on RI committees to maintain accurate and up-to-date information for assessment	Need to ensure that we systematically analyse gender balance on all committees to prevent bias	Data about committee gender balance to be collected by the EDT Data Manager. Committees to be formed by application and selected to provide gender balance	Mar 2017	Report progress to Jul 2017 EDT Committee selection process formulated by Mar 2018	EDT Data Manager. IEC and Directorate define committees when application and selection is possible and mechanisms	More consistent gender balance on committees and accurate data to assess this	5.6 (iii)
32 (M)	Ensure that participation on external committees is recognised in annual review and workload model	Some RI staff felt that these contributions were not recognised appropriately	External committee membership will be monitored and noted during the annual review process	Feb 2017	In place for 2017 annual reviews	HR partner, EDT Co-Convenors, IEC, EDT-SC (gathering subsequent survey information)	Better staff satisfaction that their contributions outside the UoA are recognised where appropriate. Monitored by staff survey	5.6 (iv)
33 (H)	Add specific question(s) to the annual survey in 2018 to evaluate views of the new workload model	Workload model is new so important to have feedback from staff	Questions relating to how well the workload model is understood or performs will be included in the 2018 survey	Jan 2018	In place for 2018 staff survey	EDT, EDT-SC	Appropriate questions appear in the 2018 staff survey. Information gathered regarding staff views of workload model	5.6 (v)
34 (M)	Add specific question(s) to the annual survey in 2018 to determine if timing of meetings can be improved	Staff survey suggested some staff found it difficult/impossible to attend some meetings but it was not clear why	Add new questions to 2017 staff survey to determine the reasons for this	Jan 2017	In place for 2017 survey	EDT, EDT-SC	Appropriate questions appear in the 2017 staff survey. Information gathered regarding why staff may be unable to attend all meetings	5.6 (vi)

Item	Planned Action/objective	Rationale	Detailed Actions	Timeframe		Person responsible	Success criteria and outcome	Ref
				Start	End			
35 (M)	To ensure gender and ethnicity balance in material on all RI intra and internet web-sites	Need to ensure that the image projected by all online literature is inclusive for all ethnicities and both genders	RI KE Co-ordinator will monitor and report to EDT. They will ensure no bias in RI literature or online images and visible role models for all groups where possible	Feb 2017	Report progress to Apr and Jul 2017 EDT	RI KE Co-ordinator, EDT	Improved image of the RI as an inclusive workplace and more visible, positive role models for staff and students.	5.6 (vii)
36 (H)	Ensure that public/stakeholder engagement work is recognised in the new workload model	Some RI staff felt that these contributions were not recognised appropriately	Public/stakeholder engagement work will be monitored and noted during the annual review process and included in data gathering from staff regarding workload/commitments	Feb 2017	In place for 2017 annual reviews then ongoing	HR partner, EDT Co-Convenors, IEC, RI Science Officer and EDT data manager	Better staff satisfaction that contributions to public/stakeholder engagement work are recognised. Monitored by staff survey	5.6 (viii)
37 (L)	Set up system for the collection of audience information and evaluation from public engagement events	We do not have a means to systematically assess the composition of audiences or how they perceive/value the public engagements activities of RI staff and students.	All staff will be asked to use the feedback forms at their public engagement activities and return these to RI Science Officer who will liaise with EDT data manager for analysis	Apr 2017	Oct 2017	RI Science Officer and EDT data manager	Systematic collection of evaluations of RI staff public engagement activities. Better appreciation of the impact of RI engagement work	5.6 (viii)