

Department of Chemistry Athena SWAN Bronze Action Plan 2012

NOTE: Explicit in the following action plan is that progress will be monitored at regular intervals. The monitoring tools will be appropriate to any given objective (e.g. data collection, staff surveys, focus groups). The overall responsibility for progress lies with the Senior Management Team. Responsibility for prioritising actions and for developing the plan will lie with the Athena SWAN working party (ASWP).

	Objective	Staff	Action(s) required	Responsibility	Targets and Timeline
1	Improve the proportion of women Undergraduate and Post Graduate Students				
1.1	Encouraging more female Part 1 students to take Chemistry at Part II/III	UG	<ul style="list-style-type: none"> Investigate measures taken by other departments (e.g. Genetics and Earth Sciences). Implement some aspects of these schemes. 	Teaching & Outreach Committee	Raise the proportions of female chemistry students by 2015 – Two events held May 2014
1.2	Support female Part II students progressing to Part III	UG	<ul style="list-style-type: none"> Investigate allowing Part II students progressing to Part III the option to request a female project supervisor if they wish in consultation with Teaching and Outreach Committee Identify sufficient female supervisors. 	ASWP and Teaching & Outreach Committee Teaching & Outreach Committee	2013/14 - Consultation carried out by April 2013 Identify female supervisors by May 2013 Offer opportunity to students by May 2013 <i>(actioned)</i>
1.3	Provide a supportive environment where all students feel able to succeed.	UG PG	<ul style="list-style-type: none"> Fully analyse results of the student and post graduate surveys and present findings. Consider whether the training courses could be developed to address student issues. Arrange ad hoc meetings of ASWP with Teaching & Outreach Committee and Post Doc & Post Grad Committees Address issues of female performance expectations. Carry out regular monitoring of student satisfaction – increase their engagement in this process. 	ASWP ASWP and Teaching & Outreach Committee ASWP, Post Grad & Post Doc Committees <i>(Paul Barker presented a paper to faculty on expectations of supervisors.)</i>	Spring 2013 – Identify issues to be addressed <i>(actioned)</i> Summer 2013 – hold meetings to determine priorities & plan actions <i>(actioned)</i> 2013/14 – courses / workshops / other actions (e.g. supervisor training). <i>(actioned)</i> Annual monitoring by survey or other means <i>(On-going)</i>

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2.	Support the recruitment, retention and promotion of female staff				
2.1	Ensure recruitment processes are open and fair	PD	<ul style="list-style-type: none"> Identify and implement procedures to capture E&D information for Contract Research Staff recruitment. Introduce interview training for PIs and produce guidelines to ensure that correct procedures are followed. All staff to undertake online E&D training before interviewing 	Administration Team Staff management committee	Procedure in place by Feb 2013 (<i>actioned</i>) Training for PIs introduced by May 2013 Review process in June 2014 (<i>actioned</i>)
2.2	Gather intelligence on why women leave the Department to take up non-academic roles or academic roles elsewhere	PD / Junior Ac	<ul style="list-style-type: none"> Introduce Exit Forms/Interviews to enable Department to identify why researchers leave and where are they going. Address any issues identified by forms/interviews. 	Admin team and academics Staff management Committee & Senior Management Team	Exit forms/interviews introduced by May 2013 (<i>actioned</i>) Issues reported to SMT by May 2014 Plan actions to address issues identified
2.3	Increase the number of women applying for academic positions	All	<ul style="list-style-type: none"> Identify and encourage suitable candidates from within the Department and externally to apply for vacancies. The aim should be to have credible female candidates on all shortlists. Highlight the University's family friendly policies and flexible working as well as Athena SWAN award status in all adverts, and further particulars, as well as on the website. Identify the age demographic of our contract research staff and compare our statistics with those of other SET Departments in Cambridge as well as other Chemistry Departments in the UK. Address any issues that may be highlighted from this. 	Senior Management Team / academics ASWP & Staff management committee Academic Secretary & Admin Team	Introduce changes in adverts and website by May 2013 Monitor and review numbers of women applying. Annually By SMC Analyse demographics by Oct 2013

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2.4	Increase the proportion of female junior academic appointments	PD	<ul style="list-style-type: none"> Identify internal talent, and provide coaching and support to ensure these female post docs apply for research fellowships and other academic positions. Investigate how Junior Research Fellow's (JRF) are selected/nominated and identify how to recruit more female JRF's. Investigate and review general negative comments from the surveys regarding career development. Monitor PhD to Post-Doc and Post-Doc to research transitions using exit data. 	PIs Monitored by ASWP ASWP / SMT ASWP Admin team	Immediately - increased number of female applicants and successful women to junior academic positions Investigation of JRF recruitment by Sept 2013 Review survey during first half 2013
2.5	Ensure staff promotion processes are fair and transparent	All	<ul style="list-style-type: none"> Encourage all contract research staff to have Staff Review and Development meetings. Consider mechanisms for encouraging academics to comply. Encourage all academic staff have regular reviews. Continue to encourage staff who might be eligible for promotion to apply for it, in order to direct the less confident towards doing so. Continue to pressure the University to create a career structure for those with mainly teaching responsibilities. 	Admin team, Academics, Postdoc Committee Head of Dept. Head of Department/Senior Academics SMT	Monitor and review uptake of development meetings annually in Aug. SMT to take actions where compliance is low <i>(On-going)</i>
3.	Provide a culture where everyone can succeed				
3.1	Encourage good citizenship and an inclusive environment	All	<ul style="list-style-type: none"> Engage with staff to further promote the Athena Charter principles in the Department. Develop a workload model to assess different teaching, administration and research contributions to the department. Introduce administration workload database. 	Faculty meetings and SMT ASWP & SMC	Faculty meeting Feb 2013 to discuss Athena SWAN actions. Then annually to discuss progress. Develop & pilot in Academic yr 2013/14

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3.2	Provide mentoring opportunities	All	<ul style="list-style-type: none"> Consult Post-Doc Affairs Committee regarding the Mentoring system. Identify academics who are willing to be proactive mentors, and provide them with training and an incentive to act. Introduce a mentoring system throughout the Department. 	Post-Doc Affairs + Post Graduate Committees Staff Management Committee & SMT	Needs for mentoring system identified Consultation complete by Sept 2013 (<i>actioned</i>) Bank of academic mentors identified and system in place (<i>actioned</i>)
3.3	To foster a culture of inspired and enthused members of staff who aspire to carryout world-class research whilst maintaining a healthy work life balance	All	<ul style="list-style-type: none"> Tackle any culture of expectation of excessive hours required by any staff and/or students. Enforce Departmental core hours. Reschedule any meetings /colloquia to occur in core hours wherever possible. Follow up and enforce departmental Laboratory and Performance Expectations. Monitor actual practices throughout the Department. Provide a system of support / mediation / training for PIs and for their research teams to give them the skills to address difficult situations, and confidence that reported problems will be addressed. 	SMT SMT SMT / ASWP SMT / ASWP / SMC & HR	Ongoing with immediate effect Ongoing Ongoing with immediate effect – Follow up with surveys to establish effectiveness Pilot scheme taken place and hope to run another course in 2014/15.

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3.4	Support flexible working	All	<ul style="list-style-type: none"> Identify any issues with implementation of flexible working policy raised by the staff surveys, in particular the postgraduate questionnaire. Gather more information on informal and flexible working arrangements. 	ASWP ASWP	Targeted surveys annually – Undertake further staff surveys and address issues that are raised by those surveys.
3.5	Ensure women's representation in Departmental decision-making	All	<ul style="list-style-type: none"> Identify key committees where women could be represented. Ensure that there is at least one female academic on all key Departmental Committees. Monitor turnover of committee members. Consider rotation of membership. 	ASWP SMT and Faculty meeting	2013/14 then Monitored annually by SMT and faculty meeting
3.6	Raise the profile of Women in the Department	All	<ul style="list-style-type: none"> Better utilize the Department's website to highlight Departmental women's success at all levels. Use Chem@Cam to highlight achievements within the Department. Ensure that at least 25% of seminar speakers are female by 2015 	IT website committee Chem@Cam Editorial board SMT	On-going ASWP to monitor

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3.7	Improve support provided to staff starting or with an existing family.	All	<ul style="list-style-type: none"> Undertake focus group/survey with women who are currently pregnant/returned from maternity leave to identify their needs and concerns. Provide additional support to contract research staff whilst on maternity leave and on their return. For example, encouraging the take up of 'Keep In Touch' days during maternity leave to ensure the researcher is kept up to date with their project while they are on leave. Encourage applications to University Returning Carers Fund and evaluate benefits Create a Guide to Parents document for issue to staff taking maternity/paternity leave. Consider piloting a departmental scheme to pay for an additional 6 months research for someone covering for maternity leave and, if implemented, ensure information regarding this additional funding is widely advertised so that both faculty and research staff are made aware of them. 	<p>Admin team</p> <p>Admin team and PIs</p> <p>Admin Team</p> <p>SMT</p>	<p>On-going: recommend actions the department could take in light of results.</p> <p>With immediate effect and as required</p> <p>Guide developed by Oct 2013</p> <p>2013/14</p>
3.8	Ensure support is provided to those with additional caring responsibilities	All	<ul style="list-style-type: none"> Evaluate the needs of individual staff when identified Ensure that these responsibilities are taken into account when considering promotion, career development, flexible working. Consider offering research support to those with caring responsibilities 	SMT / Admin team	<p>Immediate effect: ensure guidelines are clearly highlighted on website.</p> <p>As needed with immediate effect</p>

Key: ASWP: Athena SWAN working party, Ac: Academic Staff, PD: Contract Research Staff, PG: Post Graduate, UG: Undergraduate, SMT: Senior Management Team SMC: Staff Management Committee