

8. Appendix: Action Plan

Key

GREEN	Action complete
YELLOW	Action on target
RED	Action overdue
	Action arising from Bronze submission

(i) Key initiatives implemented from or since Bronze submission

Date	Development	Purpose	Outcomes and impact
2012	Policy implemented that all UG are able to request a female tutor	To support UG requiring female mentoring and meet the needs of individuals	Positive feedback to UG tutors from UG Policy is clearly presented to UG during induction
Sept 2013	Include UG representative on EDT	To give a voice for change to UG (through EDT) and ensure good practice impacts on this group	At least one UG member on EDT each academic year (see self-assessment team in main document)
2012/13	Pictures and stories of successful women role models to be displayed around department	To raise awareness of female scientists in department	19 photos and 9 stories of female Southampton chemists displayed in reception and main corridors of Chemistry building
Recruitment 2013/14	Increase female profiles in UG literature	To provide examples of success female scientists to encourage more female UG applicants	All literature reviewed and updated, now contains 11 female and 10 male pictures and 5 female and 5 male stories Informal conversation with parents and students at open days demonstrated a positive response to literature
January 2013	Case studies of staff with good work-life balance made available on website	To increase visibility of the normality of staff working flexibly and around caring responsibilities	5 case studies uploaded More case studies on-going; chosen on the basis of different experience and background to show diversity Page views 1360 to date

Date	Development	Purpose	Outcomes and impact
July 2014 Text	All staff trained in unconscious bias and equality and diversity	To improve staff awareness of equality and diversity issues especially those involved in management and recruitment	All staff trained with greater than 95% uptake Staff forbidden to attend interview panel without training HoAU secretary tasked with ensuring all staff are trained at all times
October 2013	Provide links to internal and external funding sources and prizes on equality website	To encourage staff especially PDRA's to apply for fellowships and externally recognised prizes	Links available on website from Sept 2014 Chemistry supported 2 female and 2 male fellowship applications (2013/14) Currently supporting one female application (2014/15)
June 2014	Process in place for assessing fellowship applications, committee formed including female professor	To ensure all fellowship taken up in Chemistry lead onto secure positions with the department	Fellowship applications are carefully considered and always supported with the commitment of a tenure track lectureship position at the end of the fellowship term
Implemented for appraisals 2013/4	All fixed term staff are appraised annually and provided with career guidance	To improve the career development of fixed term staff, providing support and making opportunities available	>95% completion of appraisal for all fixed-term staff (increased from 41% in 2012) Positive feedback from fixed term in staff survey on usefulness appraisals (>80% positive response)
September 2014	PDRA workload tariff allocations implemented	To formally recognise and monitor teaching workload of PDRA's to ensure evenly distributed	PDRA's have formal teaching training through internal seminars, demonstrator training PDRA's are offered the option to undertake PCAP (financially supported by the department)

Date	Development	Purpose	Outcomes and impact
2012	Fixed process of notification to whole department on promotion success including PDRA promotions	To celebrate success and increase feeling of value and recognition	<p>Email to all staff from HoAU congratulating staff being promoted</p> <p>Notice displayed in Coffee room celebrating all staff promotions, greater than 90% agreement in staff survey that there is recognition for promotion</p> <p>Further action (see action plan 8.2)</p>
June 2013 as part of annual workload tariff allocation	Pastoral care reviewed (UG personal and PG tutee and advisee) assignments to assess distribution	Ensure fair balance of workload to all staff and there are no gender issues	<p>Pastoral workload shows no gender bias</p> <p>Staff survey positive feedback on pastoral workload (81% men and 100% women agreement)</p>
Implemented 2013	<p>Equality of gender representation on committee</p> <p>Junior staff invited to decision making committees</p>	<p>Ensure balanced decision making process whilst monitoring the workload of female academics</p> <p>Valuable career experience provide to ECR and insight into departmental policy</p>	<p>Minimum of 25%F on all committees</p> <p>At least one junior staff member invited to all committees</p>
2013 Website updated June 2014	Policy of flexible working in Chemistry	Ensure all staff know that they are able to work flexibly	<p>Positive response in staff survey (>90%) showing staff understand flexible working and find this a great benefit of the job</p> <p>Policy clear on website, induction packages and talking to line managers</p> <p>Seminar on flexible working held August 2014 during staff general meeting to increase awareness</p>

Date	Development	Purpose	Outcomes and impact
2012	Core hours policy implemented	To establish a formal core hours policy with all departmental meetings and seminars to take place within hours of 9 - 4pm	Policy in place and all meetings and seminars now take place within these hours Staff survey reflects good practice (<90%) agreement that core hours
Implemented 2012/2013 Policy on website June 2013	Departmental policy on maternity and financial provision for cover of absence due to maternity	To ensure no discrimination against female staff and to provide supervisors with financial cover to maintain research programmes	Policy emailed to all staff Policy readily available on Chemistry website and in induction material Policy taken up by 4 females
Sept 2014 (Annual event planned)	Staff barbeque held on a weekend during term-time for all staff and families	To encourage a more social and inclusive culture bringing together families and friends	Successful social event held, very positive feedback from staff Decision taken to make barbeque an annual event
January 2013 August 2014	Monthly staff social with free tea and coffee and cake to all Invitation extended to all PDRA's	To encourage staff to socialise with staff they don't normally coffee with. Stimulate collaboration and creativity To ensure PDRA staff feel included as full staff members and get chance to communicate with their mentors	Positive feedback staff survey that the academic unit is a "great place to work" (89%) PDRA staff attending coffee social Positive feedback reported to PDRA EDT member
2012	Annual Quick-Cat equality survey	To survey staff views on department and reveal any gender issues or bad practice for future improvement	Survey sent to all staff by HoAU annually (including fixed-term staff) with greater than 70% uptake Survey shows increasingly improved percentages New policies arisen from feedback

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2013	Membership of Concordat	To support the career development of ECR and to ensure good practice implementing principles of Concordat	<p>Member of Chemistry's EDT on Faculty working group</p> <p>A Dean's prize established to recognise and reward outstanding work of ECR's (first awardee Nov 2013)</p> <p>Summer conference organised and ran by ECR to improve networking and visibility of ECR</p> <p>Q&A session with post-docs ran</p>
2013	Springboard program offered to academic women	Women's' development course to improve confidence and delivered practical skills for career advancement	Springboard taken up by one level 5 academic women. Further course funded 2014/2015 and staff encouraged to attend
August 2014	Breast-feeding quiet room established	To allow staff to have privacy and rest to feed, part of an inclusive culture	A policy of priority room booking for breast-feeding mothers. Currently taken up by PG student with positive feedback to EDT
October 2014	Baby changing facility	To provide staff with facility to change babies, part of inclusive culture	<p>New equipment placed in toilets within Chemistry</p> <p>Advertised to all staff by email from HoAU</p>

(ii) Current Action Plan

* Member of EDT monitoring that the action is being progressed by the persons responsible for carrying out the task

Ref	Actions	Responsibility	Monitored by*	Timescale	Success measure / progress
1. Support for Students: Increase recruitment of UG females into chemistry					
1.1	Encourage female chemists to participate in outreach activities as role models by approaching ChemSoc, emailing all UG and including request in UG lectures	Admissions Officer Outreach Officer UG lecturers	Simon Gerrard	Commence recruitment 2014/15	Emails and requests sent out. Number of female chemists participation on outreach activities increases from current level of 45% to 50% by end of 2015
1.2	Organise an event targeted at female A-level and GCSE students; advertise nationally via web and alumni and schools mailing lists to widen catchment for UoS female UG	EDT and HoGS, DoP	Marina Carravetta	EDT to plan for event in spring 2015	50 female chemists to attend. Attendees give positive feedback 20% attendees go on to apply to study Chemistry
Longer term ambition: the %F taking UG Chemistry at Southampton to equal %F at A-level Chemistry (48.5%)					
2. Support for Students: Understand why more females on BSc than MChem					
2.1	Hold discussions / focus groups with current UG students and teacher network to understand better factors affecting student course choices	HoGS, DoP Year 1 and 2 tutors	Russell Minns Orla Sheehan	2013 Focus groups ran Second round Nov 2014 with new UG intake Report by June 2015	Report on findings to be delivered to EDT which includes recommendation for actions to be taken for 2015/16

Ref	Actions	Responsibility	Monitored by*	Timescale	Success measure / progress
2.2	Raise awareness of MChem course with females at open days	Marketing Officer	Luke Shearing	Produce new course specific literature for 2015/16 intake	Literature produced
2.3	Establish a regular review of MChem student data: applications, offers, acceptances and degree classification	UG Admissions	Simon Gerrard Helen James	Commence with 2014/15 intake	A regular review established and data back reported to EDT every 6 months
2.4	Encourage existing BSc students to switch to MChem	HoGS	Simon Gerrard	Commence with 2014/15 intake	Report back to EDT at end of academic year (2015) with numbers of students switched
2.5	Look at degree classes by gender at BSc and MChem and compare to the national pattern	DoP	Lynda Brown	Commence with 2015 results	Report to EDT on the academic results June 2015
Longer-term aim: to see an increase in %F students on MChem programme to 40% by 2016, with equal proportions of males and females by 2018					
3. Support for Students: Support of female UG					
3.1	Develop and run a chemistry specific UG survey to gain feedback and information on student experience and support in Chemistry at UoS	EDT University Diversity team	Lynda Brown	UG survey distributed to UGs in April 2015 Report on findings in September 2015	Survey rolled out and at least 50% response rate achieved Report produced (2015) and discussed by EDT Survey becomes annual process

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3.2	Organise career event (short talks and Q&A session) with external female role models from academia and industry (Alumni if possible) Include feedback survey	EDT Diversity office, HoAU	Lynda Brown	Hold event in Apr 2015 Having considered feedback, establish as an annual event	Event held successful and attended by 50 UG students Positive feedback obtained from attendees with >75% positive experience
3.3	Presentation to final year UG on careers including PG options	DoP	Phil Gale	Complete for 2014, to be run annually	Monitor and review PG female uptake Increased %F uptake of PGR to 40% by 2016
4. Support for Students: Actively promote the profiles of female scientists in the department					
4.1	Introduce a PG prize for dedication and commitment to promoting Chemistry to celebrate Ishbell Campbell inspirational UoS female chemist. Financial backing from Chemistry department.	HoAU	Phil Gale	Plans to be discussed EDT Nov 2014 First prize to be given at end academic year 2014/15	Plans developed, criteria established and prize awarded June 2015 Positive feedback (> 80%) obtained from survey

Ref	Actions	Responsibility	Monitored by*	Timescale	Success measure / progress
4.2	Respond to request from PG for talks by internal female academics on their career pathways and work life balance by providing short talks from a range of staff at different career points	EDT PG and ECR committee	Marina Carravetta	First event ran April 2014 Second event to be organised Jan 2015 Establish as a regular event	Initial talk held (Apr 2013) and well attended Positive feedback obtained from PG gathered by PG champion for EDT Talks held twice a year
5. Support for Students: Understand the destinations of UG graduates and increase recruitment of females into PGR					
5.1	Understand the first destinations of UG chemistry graduates and in particular establish whether there are any significant gender differences	HoGS, DOP Diversity Office	Neil Wells	Commence study January 2015 Report by June 2015 Interview UG leavers 2015 for report 2016	Report to EDT by end of June 2015 Further actions proposed for 2015/16 based on report findings
5.2	Hold focus groups with male and female final year UGs separately to establish attitudes towards research careers. In particular explore whether there are gender differences in attitudes towards research careers in general and PhD research in particular	HoGS, Student-liaison committee, HoRS	Neil Wells	Focus groups to be held in early 2015 Report produced by September 2015	Report on findings delivered with, if appropriate, recommendations aimed at increasing the attractiveness of PhDs to females

Ref	Actions	Responsibility	Monitored by*	Timescale	Success measure / progress
5.3	Establish an annual review of UG and PG (F/M) numbers by applications, offers, acceptances and outcomes for each academic year. Comparison to national picture and RG universities	Diversity office DoP HoGS	Lynda Brown Helen James	Commenced with 2014/15 intake, first report October 2014	Annual report on student numbers established provided to EDT every October
5.4	%F data from last 3 years (from submission) to be presented to at staff meeting to highlight to all staff the low conversion rate in %F from UG to PG and to PDRA ('leaky pipeline')	HoAU	Phil Gale	PowerPoint presentation of %F data at staff meeting January 2015	Staff more aware of hidden bias; reinforces training already given
6. Support for Students: Support of female PG					
6.1	Establish a postgraduate network and encourage social events Financial support allocated from HoAU	PG reps on EDT	Edward Jager Sophia Wheeler	Society to be established Jan 2015	Successful PG society with 3 annual events for PG
6.2	Talk to PG for feedback on concerns especially with regards to supervision and contact with second supervisor	PG champion ECR group	Mikie Kukwikila Sophia Wheeler	Focus group to be run by Dec 2014	Report to be delivered to EDT Jan 2015
6.3	Ensure a high % of female speakers for departmental seminars; including invitations to PDRA speakers	Seminar programme organisers	David Harrowven	Organisers informed Jan 2014, constant review of program through 2014/2015	Raise the %F speakers to 30% by July 2015

Ref	Actions	Responsibility	Monitored by*	Timescale	Success measure / progress
7. Support for staff at key career transition points and induction					
7.1	Gather information on career destinations of PDRA's through exit interviews with follow up	Supervisors HR staff	Helen James	Exit interview performed on all leavers with email follow-up after 6 months	Annual report (every June) to EDT on career destinations (at least 75% uptake of interview and follow-up)
7.2	Organise an AS conference within Chemistry. Invite speakers at various career points to share their experiences. Include lunch for all attendees. Open to all members of department (UG, PG, and staff). Question and answer panel at the end. HR to be present to answer queries on University policy	HoAU, EDT committee HR representative	Lynda Brown	Begin to organise Jan 2015 for May 2015	Feedback survey handed out at the end of conference reports back positive experience Biennial event in Chemistry established
7.3	Induction of new staff (L4-L7): provide a handbook to the Chemistry department and a HR induction pack 3 month follow-up interviews to gain feedback on induction experience	Line managers and mentors HR officer	Bev Macey Helen James	Staff handbook compiled 2013 To be reviewed by Dec 2014	From 2013 all new staff receive handbook and induction pack Feedback to be reported to EDT annually (Helen James) with future actions from feedback 2015/16
8. Recruitment, promotion and retention of female staff					
8.1	Proactively seek potential external female candidates ready for positions as they become available (L4-L7). List assembled from staff contacts, seminar and conferences speakers, and national research profiles	New Team to be set up HoAU	Marina Carravetta	Establish team by Feb 2015	Improve %F applicants to average of 25%

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8.2	Organise a wine annual reception for all staff to congratulate staff promoted within that period.	HoAU	Lynda Brown	First reception Dec 2014, after promotions round in Oct 2014	Reception held and positive staff feedback in the 2015 staff survey (>80%). Reception becomes an annual event
8.3	Ensure all staff involved in appraisals are fully trained and are aware of performance indicators for promotion and actively encourage suitable females to apply for promotion	Line managers HoAU	Phil Gale	Workshops to be attended by all staff by May 2015, in time for appraisal round 2015	>90% staff attend workshops as checked by Bev Macey and reported to EDT Increase in numbers of female academics at L4-7 by 2017 with long term aim to have 25%F L7 by 2020
8.4	Include statement on all job advertisements describing policies on work-life balance and caring responsibilities at UoS	HoAU HR Officer Alasdair Douglas	Helen James	Standard procedure from September 2014	Report %F applications (L4-7) annually to EDT for review (March 2015) Aim to increase %F external applications to match RG national %
8.5	New University appraisal process to be implemented. Ensure all managers are fully trained and understand performance indicators on non-traditional roles	HoRS HoGS HoAU	Phil Gale	Implemented Oct 2014	Heads of sections to review staff opinion on value after first round of new appraisal system 2015, report to EDT on future actions required

Ref	Actions	Responsibility	Monitored by*	Timescale	Success measure / progress
8.6	Produce a document for all staff in Chemistry explaining the expectations for promotions to each level.	HoAU HR manager	Phil Gale	Distributed Jan 2015	Increase in staff survey (Sept 2015) to >75% agreement of understanding of promotions process
8.7	AU manager to monitor gender balance on all shortlists for appointments	HoAU AU manager	Phil Gale	Commencing Jan 2015	Shortlist to contain at least one female applicant for every 6 applicants
9. Career breaks, flexible working and support of female staff					
9.1	Interview all staff returning from career break after 6 months of return to determine areas for improvement	HR officer	Helen James	Commenced 2013	All staff interviewed, suggested actions in a report to EDT after each interview (this has already led to breast feeding policy)
9.2	Encourage more female staff (at all levels) to attend Springboard course	HoAU HoRS	Phil Gale	Email sent out Jan 2015 prior to course March 2015	Increase female uptake of course. At least two females on course in 2015
10. Culture: Shaping a more social department					
10.1	PDRA staff and PG students to organise annual departmental sports tournament (teams to be entered from any groups across whole department)	PDRA staff PG students	Lynda Brown	First tournament to be held Jan 2015	>60% involvement of staff in event Informal positive feedback for tournament Jan 2016

Ref	Actions	Responsibility	Monitored by*	Timescale	Success measure / progress
10.2	Focus group to examine integration of non-academic and academic staff and changes that could be made to break down barriers	EDT, HoAU and non-academic staff	Julie Herniman	Focus group spring 2015	Report from focus group by June 2016 with recommendation for actions
11. Culture, communication and departmental organisation					
11.1	Investigate opinion on pressure to be 'constantly connected' Consider a policy that limits email correspondence to set hours	HoAU	Phil Gale	Discussed EDT Sept 2014, to be implemented Nov 2014	Policy agreed limiting required response to email to core teaching hours of 9-6pm Emailed to all staff and students by HoAU Nov 2014 Positive staff response to policy in staff survey 2015 (>85%)
11.2	Annual review of departmental action plan	EDT	Lynda Brown	Every October	Current and up to date action plan at all times
11.3	Apply for Athena SWAN award (Gold or renewal)	EDT Diversity Office	Lynda Brown	Nov 2016	Award achieved
11.4	Offer support to other departments external and internal on Athena SWAN actions	EDT Diversity Office	Lynda Brown	June 2014 Continued consultation offered through 2014/15	Chemistry EDT member spoke at Psychology AS meeting. Chemistry member of UoS AS self-assessment team Longer term aim to liaise with other UK Chemistry departments to exchange best practice

Date	Revision Log
7/6/12	Action plan submitted to CPRC by EDT chair Action
12/7/12	Action plan accepted by CPRC
21/10/12	Draft of revised action plan prepared for EDT by EDT chair
28/11/12	Revised action plan completed for inclusion with AS Silver application by EDT chair, forwarded to EDT and CPRC
29/10/13	Action plan updated and revised
14/08/14	Action plan updated and revised
14/10/14	Action plan updated and revised submitted to HoAU (EDT chair)
14/11/14	Action plan revised submitted and accepted by CPRC