

Topic/issue	Action/activity to date	Planned actions and measurable outcomes	Timeline (By When)	Responsibility (By Whom)	Resources required	Relevant section in submission
1. Recruitment practices and strategies						
A Advertising and information concerning living and working in Cambridge	Further particulars have been revised to highlight family-friendly policies/ flexible working/childcare/ benefits	Make sure information is kept up to date. Re-evaluate content and compare with overall proportions of women currently applying. Increase in % female applicants.	Review information April 2014 and then annually. See 1C	HR Business Manager*	HR personnel time	4Ab
B Appointments procedure	Good practice: 1. appointment committee gender balance ensured 2. all academic interviewers have up to date E&D training	1. Continue monitoring to ensure female representation is maintained 2. Achieve completed E&D training for all interviewers for all posts	1. Ongoing for every appointment 2. Review data each Governance Group meeting	1. Appointments committee secretary 2. HoDs/PIs; Project Officer to collate*	HR database	3b1,2
C Job application ratios by gender	Currently data on job application ratios by gender is collected for academic posts only. Unsatisfactory proportion of women applicants for Professorial and University Lecturer posts identified	1. Collect gender data for applications, shortlisting and appointments for research posts, in addition to all academic posts. Review trends of % female appointments annually 2. Increase % female applicants by direct contact with suitable candidates and targeted communications with collaborators worldwide (particularly for University Lecturer and Professorial appointments). Include these recommendations in School guidelines for recruiters; adhere to new University guidelines for Professorial Boards of Electors.	1.Target: information for all academic and >50% of research posts recorded by end 2014 2. Prepare School guidelines by April 2014. Reassess numbers of women applying, particularly for academic positions, June annually	1. DAs to provide information, Project Officer to collate, Governance Group to review process 2. HR Business Manager	HR database	4A, 3b2 4Ab

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		3. Raise awareness of flexible working options; include case studies illustrating good practice in guidelines for recruiters	Remind HoDs/PIs at least yearly; case studies included in guidelines by June 2014	Regius, HoDs and PIs; University E&D department (case studies)		4D	
D	Gender balance within student body	Data collected and analysed for undergraduate and all formal graduate programmes	Continue monitoring, ensure fairness without compromising excellence. Identify/action trends of concern (e.g. increase outreach programme (see 1E)	Evaluate yearly in April	Course administrators, teaching leads, CATO; Governance Group review	Databases	3b1
E	Outreach activity	1. Cambridge Festival of Science	1. Ensure continued participation of multiple exhibitors; highlight School Athena SWAN initiatives	1. Annually from March 2014; at least 3 exhibits	1. Members of academic & research staff	Goodwill	4C
		2. Work experience offered to GCSE students	2. Encourage participation; annual survey of senior staff to record uptake	2. Review annually from Sept. 2014; aim for 10% increase /year	2. All senior staff and Project Officer		4C
		3. Science demonstrations in schools	3. Review good practice examples of outreach from other University departments to adapt/expand contributions from the Clinical School; quantify these across School	3. Trend in number and nature of demonstrations /year established by June 2015. Aim for 10% increase 2014-2015	3. Project Officer	University Athena SWAN Network (launching Oct 2013)	4C

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2. Initial year							
A	Induction	<p>1. Induction package has been redesigned and now includes information on Athena SWAN, staff benefits, childcare and E&D training.</p> <p>2. New starters' receptions, hosted by Regius</p>	<p>1. Ensure all new staff receive induction package</p> <p>2. Keep up-to-date (e.g. site- and department-specific resources)</p> <p>3. Add welcome letter from Regius (Head of School)</p> <p>4. Make induction package available on the School intranet and include information from 3A below</p> <p>Continue quarterly; evaluate annually after first year</p>	<p>1. Quantify utility in 2015 staff survey</p> <p>2. Review content every 6 months (Feb./Aug.)</p> <p>3. By Oct. 2013</p> <p>4. By Feb. 2014</p> <p>Jan., Apr., Jul., Oct.; February evaluation</p>	<p>1. HR adviser, DAs; Governance Group</p> <p>2. HR adviser, DAs</p> <p>3. Regius</p> <p>4. Project Officer with HR adviser</p> <p>HR Business Manager, Regius, Project Officer</p>	<p>£ 1200/y</p>	4B
B	Probation	Currently completion recorded for 88% of all staff	Continue to monitor; improve % completion	Target 95% by end 2014	DAs, HR Business Manager oversight	Departmental databases	4B
3 In-role support							
A	Flexible working	All employees can request flexible working; currently all requests have been granted	<p>1. Include information on flexible, less-than-full-time and job-sharing options in induction pack (see also 2A4 above)</p> <p>2. Continue to monitor trends in flexible working statistics by gender (collected centrally by University)</p>	<p>1. In induction pack by end 2013</p> <p>2. Review data annually in June</p>	<p>1. HR advisers and Project Officer</p> <p>2. Governance Group</p>		4D

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B Career breaks	Successful 'Returning carers scheme' pilot Biennial feedback from recipients is a condition of an award	University-wide roll out as prospective scheme; highlight to all those going on care leave Continue evaluation of impact	Launch autumn 2013; feedback within School from awardees (currently 18) after 1,3,5 years. First feedback due in 2014	HR advisers, Governance Group	£ up to 20,000/y	4A,D
C Support for students	1. Clinical school student 'pastoral pool' scheme (started 2010) 2. Graduate student symposia	Continue scheme; monitor student approaches for help by gender; Annual evaluation Continue symposia; evaluate participant feedback, including suggestions for topics.	End of each academic year from 2013-14 Run at least 3 symposia by July 2015	School office; report reviewed by Governance Group Graduate School of Life Sciences	Goodwill of Pastoral teams	4B
D Support for early/mid career researchers	1. WiSETI 'Cake and careers' events for women on site (also open to female graduate students) 2. Programme of activities organised by University-wide Postdoc society (pDoc) and departmental-level societies. New University Director of Postdoctoral Affairs appointment expected by end 2013	Continue twice yearly on site. Evaluate numbers attending and participant feedback, including suggestions for topics. 1. Develop postdoc-directed and authored page on School Athena SWAN website 2. Highlight postdoc events in School newsletter	Twice yearly from May 2013 Annual evaluation from May 2014 1. May 2014 2. Adhoc reports from April 2013	WiSETI and local reps Governance Group 1. Postdocs, Project Officer 2. Project Officer		4B 4B

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	3. Identification of Research Associate to Research Fellow or University Lecturer, and Clinical Lecturer to Intermediate/Senior Fellow/University Lecturer positions as a key attrition points for women.	<p>1. Encourage PI's/HoDs to identify and support women for Fellowship applications (via appraisals see 4B) or promotion process (see 4F)</p> <p>2. Provide individual feedback/support for Fellowship applications via AWF mentors (see 4C)</p> <p>3. Promote Fellowship opportunities on Athena SWAN website.</p> <p>4. AWF Fellowship workshops for clinical and non-clinical women (in collaboration with Careers Service). Also see 4D</p>	<p>1. Annual reminder in Sept. to PI's/HoDs from Regius, from 2014</p> <p>2/3. Ongoing, coincident with Fellowship calls from funders</p> <p>4. At least annually from Nov. 2013</p>	<p>1. Regius</p> <p>2. Senior AWF mentors</p> <p>3. Project officer</p> <p>4. AWF steering group and University Careers Service</p>	£500/y	
E	Senior peer support	<p>1. AWF membership expanded to include non-clinicians. AWF meetings providing opportunities for networking and peer support</p> <p>2. Mentoring training (offered by University)</p>	<p>Continue termly (at least 10 events between 2013 and 2016).</p> <p>End 2014</p>	<p>AWF steering group; Project Officer collate feedback</p> <p>University HR; Project Officer; academic staff</p>	£1000/y	<p>4A</p> <p>4B</p>

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F Promotion process	1. The Senior Academic Promotions (SAP) process and guidelines have been revised by the University to benefit progression of gender equality e.g. encouragement to highlight career breaks and widening of general contributions criteria	1. All HoDs to: (a) systematically review promotion eligibility (particularly women) and inform Regius; (b) ensure that candidates declare additional or extenuating information 2. Increased number of applications from women, with success rates at least equal to that of male colleagues	1a. Confirmation to Regius 1st week Sept. 2013-2016 1b. Annually, October 2. Evaluate annually, July	1. HoDs and Regius 2. Governance Group	Comparative statistics from University HR	4A
	2. Annual SAP CV scheme expanded to include men; new University SAP open fora introduced to promote transparency of process	Highlight CV Scheme and open fora in School newsletter	May-Sept. annually	University E&D; Project Officer		4B
	3. University currently revising promotions process for research staff, which will run concurrently with SAP (from 2014)	Encourage high-achieving female research staff to apply for promotion (Senior RA to Principal RA and Principal RA to Director of Research)	Annual process to be introduced in 2014	HoDs		
G Childcare	School staff survey revealed high level of dissatisfaction with current provision	1. Discuss with HR and childcare office, aiming to expand University childcare provision at or near Addenbrooke's by 50 places	1. Plans in place by mid-2015	1. Academic lead and Regius		2b
		2. Evaluate satisfaction in staff survey	2. End 2015	2. Governance group		

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H Staff turnover	Monitored by HR	<p>1. Continue monitoring and review annually</p> <p>2. Develop redeployment opportunities page on School website</p> <p>3. Collect destination data and identify key trends for academic turnover via exit surveys. Feed into University-wide plans for turnover monitoring</p>	<p>1. Jan. 2014 and annually</p> <p>2. Mar. 2014</p> <p>3. Pilot School exit survey for academic posts by end 2014</p>	<p>1. HR Business Manager</p> <p>2. Webmaster (information from HR)</p> <p>3. HR advisers</p>		3b2
4 Personal and career development						
A Equality and Diversity training (online): University or NHS	Increase from 16% to 35% of academic and research staff completing training by April 2013. NHS E&D training now recorded by University	Increase % staff completing E&D training resulting in increased awareness of E&D issues. Make part of induction process.	<p>1. Target 50% by April 2014; 5-10% more per year thereafter.</p> <p>2. Annual reports provided to HoDs and Council each May</p>	Academic Lead and all staff with supervisory/managerial responsibility.	University E&D records	4B
B Appraisal	University is revising current process, as appraisal uptake is low across all Schools	<p>1. Quantify and increase number of senior staff completing appraiser training; offer training course on site</p> <p>2. Monitor staff attendance at appraisee training; offer training course on site</p> <p>3. Collect appraisal data, evaluate % completion by department.</p> <p>4. Increase in proportion of academic and research staff appraised measured via CROS and School-wide survey in 2015</p>	<p>1. Target 10%/year increase following new University paperwork</p> <p>2. Target 10%/year increase following new University paperwork</p> <p>3. Annually from April 2014</p> <p>4. Target increase from 28% (current) to >60% by end 2015</p>	<p>1. University and School HR, PPD, all senior staff</p> <p>2. University and School HR; PPD; all staff</p> <p>3/4. HoDs, DAs, HR, PPD; Governance Group.</p>	PPD courses onsite	4A,B

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C Mentoring	AWF list of women mentors set up and published on website in 2011	Set up mentoring working party to expand and formalise mentoring opportunities for 1. early career researchers 2. mid-career researchers 3. Clinical academics (see also 3D,F above)	Working party by end 2013 Formalised opportunities by end 2014	Project Officer, reps from CATO, GRASP, AWF, HR. Reporting line to Governance Group and Council (see 7B)	Goodwill	4A,B
D Personal development opportunities	1. University personal development training courses offered by PPD e.g. management skills; Careers Service offers courses and coaching	Publicise widely; monitor uptake via PPD attendance data	20% increased uptake by 2015	Project Officer/PPD	Newsletter and website	4A,B
	2. Tailored courses for women delivered on Addenbrookes site	Offer bi-annual career development programme for women on the Addenbrookes site (alternating with 4E), monitor uptake and evaluate feedback	From Autumn 2013; evaluate after each event	PPD/CamAWiSE; Governanace Group evaluation	£1500/y	4A,B
	3. University senior leadership training course	Encourage participation (individual invitation); Regius to identify participants, particularly women	October annually	Regius		4A,B
	4. Graduate student careers surgeries (University Careers Office outreach) and Clinical Academic trainees surgeries	Continue termly surgeries; Monitor uptake by gender and evaluate feedback. Extend to include postdocs.	At least 8 surgeries between 2013 and 2016	University Careers Office; Governance Group to evaluate		4A
E Cambridge AWiSE	Bursaries offered to women attending CamAWiSE training/career development events if departmental funds insufficient	Strengthen links to CamAWiSE, add information to School Athena SWAN website; bring events to Adddenbrooke's (see 4D2). Continue bursaries (full funding available for 30 places/year)	Monthly update; career development event annually onsite (as part of programme in 4D above).	Project Officer; CamAWiSE	£1500/y	4A

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5 Organisational culture						
A	Role modelling	Increased visibility of senior women: 6-weekly female Chairs at staff rounds, introduced 2011 (planned for the whole year in advance)	1. Monitor frequency of female Chairs; ensure no drop-off 2. Increase the number of female visiting faculty and speakers; at least one woman per seminar/lecture series	1. Review annually in Aug. 2. By Dec. 2014; 6-monthly review thereafter	1. Head of Medicine's PA 2. HoDs, BRC exec. Project Officer to collate	4C
B	Timing of meetings	Core hours introduced across all departments	Continue monitoring to ensure ongoing implementation	Annual survey of all offices, departments and institutes (Oct)		4C
C	Female representation on decision-making and specialist committees	Current numbers in excess of proportion of women employed, except on IT/Safety committees	1. Extend range of female representatives by ensuring all opportunities are transparently promoted 2. Introduce committee rotation via formal term lengths, where allowed by University statutes	1. & 2. By April 2015	Regius, HR, Committee Chairs; membership data reviewed by Governance Group	4C
D	NHS Job plans for clinical academics	Liaison with Addenbrookes regarding joint appraisals	Continuing liaison with Addenbrookes to ensure clinical academics not disadvantaged regarding (e.g.) excellence awards and promotions; evaluate success of ACCEA outcomes by gender	In line with ACCEA excellence awards rounds	Regius, Council, HR advisers	4C
E	Benefits	CAMbens roadshows in April 2012, 2013	Continue annually. Improve % aware of CAMbens via school-wide communications; assess awareness in 2015 staff survey.	Annual roadshows; 2015 staff survey	HR Advisers and Project Officer £500	2c, 4C

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6 Institutional						
A	General communications	<p>1. Fortnightly School newsletter launched February 2013</p> <p>2. Development of School Athena SWAN Website</p>	<p>Celebrate successes. Maintain Regius' "headline story" each issue. Equality Champions and Project Officer collate news for School newsletter/website</p> <p>1. Continue appropriate postings; Expand with individual stories celebrating women in the School</p> <p>2. Keep website updated</p>	<p>Fortnightly</p> <p>1. Three new stories by April 2014</p> <p>2. Review termly</p>	<p>Project Officer as webmaster/co-ordinator; Regius and ECs</p> <p>Athena SWAN Academic Lead, HR, Project Officer</p>	2c, 4C
B	Equality champions (EC) network	All departments and institutes represented, termly meetings	Ensure continuing involvement and champion engagement. Replace leavers and engage new champions as required	Termly meetings from April 2013	Athena SWAN Academic Lead, ECs, HoDs	2c
C	Staff survey and accompanying focus groups	Completed in 2012	Repeat in 2015; compare results with 2012 survey. Identify issues and actions from new survey.	End 2015	Project Officer and HR; Governance Group evaluation	£10,000 2b
7. Athena SWAN-specific resources						
A	The assessment team (will become School Athena SWAN Governance Group)	Bi-monthly meetings	<p>1. Termly meetings to monitor action plan progress</p> <p>2. Expand membership to include student and non-clinical postdoc representation</p> <p>3. Revise terms of reference to include limits of tenure</p>	<p>1. Throughout</p> <p>2. By end 2013</p> <p>3. By end 2013</p>	<p>1. Governance Group</p> <p>2. Academic Lead, Regius</p> <p>3. Governance Group</p>	2c

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B Athena SWAN reporting	Regular reports to School Council, BRC executive, Faculty Board	1. Continue to provide updates as standing agenda items 2. Produce annual reports	1. Throughout 2. April annually	Athena SWAN Academic Lead		2c
C Athena SWAN Project Officer	1 day/week	Expand to half-time post. Include communications and event organisation responsibility	Appointment by end 2013	Regius, School Secretary, Athena SWAN Academic lead	£17,500/y	2c

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