6. Action Plan for the Department of Pathology, University of Cambridge, October 2015 – end September 2018

How the action plan relates to the narrative in the accompanying submission

By analysing the data in the accompanying submission, we have identified the action points described in the table below. The Department endorses the proposed action plan and is committed to delivering the described measurable outcomes in the next three years. To ensure that action is ongoing across all three years, an Athena SWAN Working Group (ASWG, see **Action 2.1**) will be constituted, embedded in the Department's governance model (**Figure 1**, page 8) and will report to the Executive Committee and the Academic Staff Meeting.

The **Action numbers** (left hand column e.g. **2.1, 3.1, 4.1**) cross-reference to relevant information in the numbered sections (**2, 3** and **4**) of the accompanying submission.

Our priorities

Several of the described actions are marked as *urgent* (**U**) and require rapid implementation (*e.g.* those relating to raising the profile of academic women in the Department, Equality and Diversity training, recruitment and mentoring). The remaining actions, marked as *ongoing* (**O**), will embed good policy and practice within the Department.

The current gender imbalance in Academic Staff in the Department is recognised as the single most pressing difficulty relevant to the Athena SWAN agenda. It is also recognised that there is no quick fix to this problem because of the long-term nature of Academic Staff appointments, the fixed number of Academic Staff positions within the Department, and the resulting slow turnover. Consequently, our **key priorities** are **urgent actions 3.13 – 3.15, 4.2-4.11 and 4.14-4.17**.

Notes and Key to Action Plan

	Academic Years	Calendar dates
AY 15/16	2015/2016	Oct 2015-Sept 2016
AY 16/17	2016/2017	Oct 2016- Sept 2017
AY 17/18	2017/2018	Oct 2017- Sept 2018

AS: Athena SWAN; ASWG: Departmental Athena SWAN Working Group; Admin: Departmental Administration Office; TO: Departmental Teaching Office; HoD: Head of Department; Snr Ac: Senior Academic Staff; PIs: Principal Investigators; DS-AF: Departmental Secretary - Finance and Administration; DS-AS: Departmental Secretary - Academic Services; HR: University HR Division; SBS: University of Cambridge School of Biological Sciences

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
2. SELF ASSESSMENT – to ensure that there is effective oversight of the action plan and evaluation of the objectives and outcomes of actions				
2.1 (O) Athena SWAN Working Group (ASWG) oversight of Departmental AS activities	• ASWG set up in 2013. • Refreshed in 2014 to oversee current application • Monthly meetings of ASWG and/or subgroups • ASWG embedded in Departmental committee structure • ASWG activities standing item at Academic Staff meetings	• Gather & review data and qualitative evidence to support future Athena SWAN submissions (including new requirements for post May 2015 process) • Oversee implementation and evaluation of the impact of the action plan • Identify areas for further action	• annual reports highlighting progress against the action plan presented to University E&D Committee (annually in May) and shared across the Department via website, staff meetings and cascaded to all research groups • Departmental resources (financial and staff) allocated to ensure effective and timely implementation of action plan (from January 2016)	HoD, Department Gender Champion and ASWG members Support from Admin
2.2 (O) Diverse and inclusive ASWG membership	• ASWG membership expanded in 2015 to include one additional postdoctoral researcher and two additional postgraduate students	• recruit professional and assistant staff to the ASWG	• Staff and students from all categories are represented by ASWG by March 2016 • specific actions identified for professional and support staff by early 2017 • actions implemented for all categories	HoD, Department Gender Champion and ASWG members

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
2.3 (O) Broad consultation regarding good practice	• University AS coordinator sits on ASWG and shares examples from within and outside Cambridge • GF participated in AS discussion group (Bristol 2015) • ASWG members attend University AS Network events termly	• invite Athena SWAN representatives from other Departments and Institutions to focused seminars and discussion groups (at least twice a year) • Department staff to participate in Athena SWAN events in other Departments and Institutions *e.g.* GF giving an AS presentation at Sussex University (February 2016)	• Development of Department Athena SWAN action plan as a result of sharing good practice • Implementation of new Athena SWAN initiatives in the Department as a result of sharing good practice	Department Gender Champion and ASWG members
2.4 (O) Student and Staff consultation via surveys	• Student and Staff surveys carried out in 2013. • Results used to inform development of current action plan	• Revise and repeat graduate student and postdoctoral researcher survey (by end 2016) • Participate in School of Biological Sciences staff survey (by April 2016)	• Increase in Department and School survey completion rates (>60% from 32% in 2013 and >75% from 59% in 2013 respectively) • Progress benchmarked against 2013 results • Improvement in staff and student satisfaction across a range of areas	ASWG, DS-AS Support from Admin
2.5 (U) Departmental Gender Champion	• Gender Champion appointed to 2015 highlighting commitment of Department to progressing Gender Equality • Gender Champion now sits on Department Executive	• Gender Champion to lead/oversee *e.g.* Department Athena SWAN seminars, reporting on Athena SWAN at Department Committees and lobbying of those involved in undergraduate admissions	• Gender Champion ensures consideration of gender equality in senior committees (termly standing item on agendas)	Department Gender Champion supported by ASWG Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
2.5 (U) Departmental Gender Champion (continued)		• Support the work of the Department Gender Champion by *e.g.* providing termly updates on development of the Department Athena SWAN action plan • Activities of the Gender Champion will be advertised *e.g.* through the new Department Athena SWAN web pages by May 2016 • Information about gender Champion in induction pack for new staff & students from October 2016	• Awareness of role of gender champion and level of engagement measured via consultation at specific Departmental events (at least twice a year)	Department Gender Champion supported by ASWG Support from Admin
3. A PICTURE OF THE DEPARTMENT - aiming for a representative proportion of women across all career stages				
Student data – to maintain or improve proportion of women students in line with national averages (currently >50% F)				
3.1 (O) Proportion of women under-graduates in Pathology	• Continue to monitor gender breakdown of undergraduates taught in the Department in Years 2 & 3 including intake from different degree routes considered annually by ASWG	• Annual review of student intake onto second and third year undergraduate Pathology courses (February each year).	• Ensure the proportion of female undergraduates (54% in 2015) remains in line with national average (58%). If gender imbalance develops, identify strategies to address	Tripos Teaching Committee and ASWG Support from TO
3.2 (O) Proportion of women post-graduates in Pathology	• Continue to monitor gender breakdown of postgraduates considered annually by ASWG.	• Ongoing monitoring of postgraduate student intake for both Masters and PhD Degrees (February each year)	• Ensure the proportion of female postgraduate students (currently 51%) remains in line with national average (54%)	Graduate Education Committee and ASWG

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
3.3 (O) Proportion of women post-graduates in Pathology (continued)		• Maintenance of postgraduate student gender balance by targeting female undergraduates through outreach events (from March 2016) and by using focused advertising through social media (from May 2016)		Support from TO
3.4 (O) Admission of women under-graduates	• lobbying to ensure all College staff involved in admissions complete online E&D training.	• Where possible, lobbying of those involved in College undergraduate admissions to improve gender balance of student intake to the University-wide Natural Science course (which covers physical as well as biological sciences).	• Increase in the proportion of women undergraduates on the University-wide Natural Science (aiming for 5% increase by end 2019, currently 40%)	Department Gender Champion
3.5 (O)		• The Department will make representations to the University Senior Tutors Committee about current under-representation of women on science courses	• Increase the proportion of College academic staff completing online E&D training (baseline to be established aiming for >80% completion by 2017/18 academic year)	
3.6 (U) Admission of women post-graduates	• Ensure that all interviewers involved in postgraduate admissions complete the University Equality & Diversity training.	• Head of Department will only approve grant applications from academic staff who have completed E&D training.	• Increase the proportion of academic and research staff completing online E&D training (to 100 % and >80% by end 2016, currently 92% and 53% respectively).	Graduate Education Committee, ASWG Support from TO

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
3.7 (U) Admission of women post-graduates (continued)	• Monitor degree of variation in % female applications and acceptances to postgraduate courses.	• Ensure that all interviewers involved in postgraduate admissions are made aware of unconscious bias by *e.g.* directing them to Harvard University's Project Implicit website and via participation in University training courses.	• >80% interviewers completing Project Implicit or University unconscious bias awareness training by end 2017 • Ensure the proportion of female postgraduates admitted (2015 intake 61%) remains in line with national average (54%)	For E&D training completion, HoD with support from Admin
3.8 (O) **3.9 (O)** **3.10 (O)** **3.11 (O)** Student attainment	• Continue to monitor under-graduate attainment (currently, no gender difference observed). • Continue to monitor PhD student attainment (currently, women show better attainment).	• Improve postgraduate student induction, training and awareness of Athena SWAN from October 2016 • Continue formal monitoring of postgraduate students at key points • Analyse time to completion for PhD students (regular data collection implemented by end 2016) • Collect and analyse data on degree attainment for research Masters students (from February 2017)	• Actions developed to address issues with postgraduate attainment, if required • Continued high-level attainment by women undergraduates and postgraduates	Tripos Teaching Committee, Graduate Education Committee, ASWG Support from TO

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
Staff data – to redress the significant under-representation of women in the academic staff group				
3.12 (O) **3.13 (U)** **3.14 (U)** **3.15 (U)** Increase proportion of women academics through recruitment	• Continue to monitor gender balance among academic staff. Current proportion of female academics is 25% with an additional two (40%) independent research fellows/group leaders. • To redress low proportion of women academics, the department introduced in 2014 funding of two independent Research Fellow positions *per annum.*	• Identify and contact suitable female early career academics to encourage them to apply for independent Research Fellow positions • Identify, contact and recruit female early career research group leaders who have won independent Fellowships and research grant funding. • Identify, contact and encourage applications from suitable internal and external female candidates for senior academic positions.	• Higher proportion of female applicants (>40%), initially for two Departmental Research Fellowships and two academic positions to be filled in 2016 (current average 25%) • Increased proportion of women academics in the Department to >35% by end 2018	HoD, Executive Committee, Department Gender Champion Support from Admin
3.16 (O) **3.17 (O)** Retention of women researchers	• Continue to monitor gender balance among research staff. Current proportion of women researchers is 45.9%.	• Implement (by December 2016) mechanism for collection of data on gender of researchers named on grants or in receipt of bridging funding • Modify (by October 2016) the staff exit interview to collect data on reasons for leaving and next destination	• Collection and analysis of data to assess impact of Department bridging funding on retention of female researchers. • Exit survey results analysed annually and a clearer understanding of the reasons why women leave research positions in the Department developed by early 2018 .	ASWG, DS-AS Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
4. SUPPORTING AND ADVANCING WOMEN'S CAREERS				
Key Career Transition Points				
4.1 (O) Ensure equality of opportunity in recruitment of researchers and academics **4.2 (U)** **4.3 (U)**	• Continue to record and monitor recruitment data for research and academic staff	• The Department will ensure that all selection panels have gender representation. • Ensure that all staff involved on recruitment selection panels are aware of unconscious bias and have completed the University Equality & Diversity training. • The Head of Department will only approve grant applications from academic staff who have completed this training.	• Improved gender representation on selection panels from 2016 onwards. • E&D training 100% completion rate for all Department staff involved in recruitment (reach target by end 2016 and maintain 100% rate, currently 91% Academic staff completion rate).	ASWG, DS-AS Support from Admin For E&D training completion, HoD with support from Admin
4.4 (U) Attract women to apply for academic and research posts	• All potential job candidates are made aware of the Department's family friendly working arrangements and commitment to principles of Athena SWAN. This information is currently made available when positions are advertised.	• Include information on Department's family friendly working arrangements and commitment to principles of Athena SWAN in letters inviting applicants to interview from January 2016.	• Increased (by at least 5%) proportion of women applying for research and academic positions (currently 49% and 25% respectively).	ASWG, DS-AS Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
4.5 (U)		• Regularly update the above information on the Department website (from January 2016).		
4.6 (U) 4.7 (U) 4.8 (U) 4.9 (U) 4.10 (U) Support women at key career transition points: researcher progression to academic positions	• Continue to encourage female postdoctoral researchers to discuss career progression with senior academic colleagues as part of the University's Career Management Review (CMR) process. • Continue to publicise the work and highlight the successes of female academic staff in the Department newsletter and on the Department web pages, including our new Athena SWAN web pages.	• Provide female postdoctoral researchers with a network of mentors to provide advice and support on career development. A departmental mentoring scheme will be established and academic staff encouraged to take up existing mentoring training (from early 2017). • Department to run Athena SWAN seminars for postgraduate students, postdoctoral researchers and academic staff to discuss career progression and to promote the Department as an attractive workplace for women at all stages of their career (annually from 2016). • Modify postgraduate and postdoctoral survey to include free text box in which women can describe perceived barriers to career progression in academia (by end 2016).	• Increased positive perceptions of progression to an academic career as measured by Department survey of female postdoctoral researchers (2013 survey results showed women were 3 times more likely to disagree than men) • Significant number of female researchers with a mentor (>30% by mid 2018) • Proportion of women researchers progressing to independent Fellowships and academic positions collated and showing a year on year increase • Department develops a clearer view of the barriers to career progression, as perceived by women researchers and resulting actions introduced by mid 2017.	Executive Committee, DS-AS, Department Gender Champion Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
4.11 (U) **4.12** (O) **4.13** (O) Support women at key career transition points: researcher progression to academic positions (continued)		• Improve the induction process for postdoctoral researchers by including information on Department and external initiatives and resources that support career progression for women (from early 2017). • Set up postdoctoral researcher committee in association with University Office of Postdoctoral Affairs (OPdA)(by June 2016). • Develop new Athena SWAN webpages to include *e.g.* career development information targeted specifically at female postdoctoral researchers and links to information about OPdA (from mid 2016)	• Active postdoctoral committee embedded in Department committee structure (by end 2016) • New Department Athena SWAN webpages online in 2016 with number of hits and website awareness showing a year on year increase of >10% per annum	
4.14 (U) **4.15** (U) **4.16** (U) Support women at key career transition points: lecturer/ senior lecturer progression to Reader and Professor	• Head of Department, or a senior academic colleague, will continue to provide advice, mentoring, coaching and feedback to female academic staff applying for promotion.	• Amend Department appraisal agenda form to include a section on promotion. • Develop session for appraisers to give guidance on the SAP process and to facilitate discussions of promotion at appraisals (run annually in May).	• Promotion discussed routinely at 100% of appraisal (from 2016). • Workload data collection embedded as part of appraisal process (from 2016).	HoD, DS-AS ASWG Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
4.17 (U) **4.18 (O)**	Support women at key career transition points: lecturer/ senior lecturer progression to Reader and Professor (continued)	• Department will continue to support grant writing group for early and mid-career academics.	• Head of Department to undertake annual review of workload analysis data to ensure that female Lecturers and Senior Lecturers are not overburdened with teaching and administrative responsibilities at the expense of undertaking other activities important for promotion.	• Analysis of workload data enables further development of workload model (2017/18). • Current Lecturers/Senior Lecturers make successful applications for Readerships or Professorships within next 5 years	
Career Development				
4.19 (O) **4.20 (O)** **4.21 (O)** **4.22 (O)**	Support career progression for women through effective appraisal	• Department will continue to ensure that appraisers and those being appraised undertake relevant Professional and Personal Training courses.	• Academic staff appraisals to run annually from 2015. • Department to collect data on uptake of annual appraisals by academic staff (from January 2016). • Promote high uptake of appraisal (>70% across all staff groups), by publicising (in induction packs, on web pages) the supportive nature of appraisals as an opportunity to discuss career progression.	• Annual appraisals embedded in Department culture. • Higher satisfaction with appraisal process among female researchers and academics as measured by SBS staff survey (from 55% in 2013). • Increased uptake of appraisal training (>50% staff completing reviewer/reviewee training by end 2019)	HoD, Heads of Division, DS-AS Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
4.23 (O) Support career progression for women through effective induction and training **4.24 (O)** **4.25 (O)**	• Department continues to monitor attendance by staff at training and career development events to gauge uptake and explore reasons for low attendance.	• Revise Department induction packs to include an introduction to the principles of Athena SWAN and the Department's commitment to equality of opportunity (by October 2016). • Promote relevant personal development and training courses as part of the annual appraisal process (from 2016 onwards).	• 20% increase in uptake of training and career development opportunities (14 training events attended by academics and 62 by researchers 2013-2015). • Higher satisfaction with induction process among researchers and academics as measured by SBS staff survey (>75% up from 52% in 2013).	DS-AS Support from Admin
4.26 (O) Support transition of female students to sustainable academic careers **4.27 (O)**	• Continue annual Department symposium for early career researchers and postgraduate students.	• include sessions on career progression and work-life balance, targeted at female students, at annual Department symposium for early career researchers and postgraduate students (from 2016). • Collect data on gender of speakers at Department graduate research seminars (from October 2016).	• Increased positive perceptions of progression to an academic career as measured by Department survey of female postgraduate students (moving from a score of -0.29 to a positive score >0.25) • Good balance of male and female presenters at Department graduate research seminars (aiming for 50% female speakers).	Department Gender Champion, ASWG, DS-AS Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)		Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
Organisation and Culture					
4.28 (O) 4.29 (O) 4.30 (O)	Increase representation of women on Department committees	• Continue to appoint more women to the Department Executive Committee.	• Recruit postdoctoral researchers onto Department committees (from October 2016) • Address the problem of 'committee overload' among female academics by appointing academic women affiliated to the Department to committees (by October 2017)	• Number of women on Department committees increases from 2016 onwards (currently only 11% n Executive committee).	HoD, Executive Committee
4.31 (O)	Ensure a fair workload for female academics	• First workload analysis completed in 2015	• Implement new annual 'workload return' form as part of annual appraisal process (from 2016). • HoD to review data annually to ensure an even balance of responsibilities for female academic staff (from 2016).	• Female and male academics to have transparent and comparable workloads.	HoD, Deputy HoDs, Support from Admin
4.32 (O)	Hold meetings and social activities within Department core hours	• Continue to schedule all Department committee meetings and social activities within core hours, which are 9.30-12.30 and 14.00 to 16.30 (16.00 on Fridays).	• Recommend that all lab meetings take place during Department core hours.	• High proportion (>85%) of lab meetings scheduled within core hours by end 2017.	DS-AS Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
4.33 (O) **4.34 (O)** Promote an inclusive and female-friendly culture	• Continue to host family friendly social events throughout the year and encourage all staff to attend	• Post new Athena SWAN/Equality & Diversity noticeboards in prominent positions at the Department's Addenbrooke's and central Cambridge sites by early 2017	• Strong engagement of staff with social events (attendance monitored by gender from 2016) • Greater awareness of Athena SWAN as measured by increased attendance at Athena SWAN activities and increased 'hits' on Department Athena SWAN webpages	Department Gender Champion, DS-AS Support from Admin
4.35 (O) **4.36 (O)** Encourage and reward staff for participation in outreach activities	• Department will continue engage closely with the work of the Naked Scientists by providing content for its radio shows and web pages. • Department will continue to encourage staff at all levels to interact with schools and the public in order to increase awareness of scientific research.	• Staff will be made aware, through appraisals, that participation in outreach activities should be included in applications for promotion (from 2016).	• All staff reporting outreach activities via appraisals and activity reviewed by gender annually • Continued high-level of outreach activity as measured through annual workload returns (from 2016).	DS-AS Support from Admin

Objectives & Action numbers urgent (U) or ongoing (O)	Actions Initiated	Planned Actions & Development of Current Practice	Measurable Outcomes	Responsibility & Resources needed
Flexibility and Managing Career Breaks				
4.37 (O) Support staff during and after maternity leave **4.38 (O)** **4.39 (O)** **4.40 (O)**		• Department to explore the possibility of providing equal provision to all staff employed on limited term contracts with regards to their maternity leave. • Department to investigate allocation of funds for temporary replacement research staff to cover maternity leave. • Department to keep records of the reasons for researchers' career decisions following a period of maternity leave. Department to monitor individual terms and conditions on grants funding an individual's salary and how these affect the career choices made by women after periods of maternity leave.	• Decision on funding for equal provision and staff cover during maternity leave by early 2017 • Department develops a clearer view of what drives researchers' career decisions following a period of maternity leave • Increase maternity return rate for researchers to >80% (from 67% currently).	HoD, Executive Committee, DS-AS Support from Admin
4.41 (O) Increase awareness of flexible working	• Department to continue to promote awareness of flexible working	• Including information on flexible working in induction packs and on new Department Athena SWAN web pages (from 2016)	• Increased awareness of on flexible working among staff as monitored by Department and SBS survey (in 2013 48% academic /research staff felt able to strike a balance between work and home life and currently <5% of researchers work part-time)	DS-AS Support from Admin