

Appendix: University of Cambridge, Department of Physics. Athena SWAN Action Plan 2013

Colour Key

Review of 2010 Action Plan

Achieved

Partially achieved / in progress

Not achieved / replaced



Start Date

Already embedded/ in progress /first year of Action Plan

Second year of Action Plan

Third year of Action Plan

Colour



1	Baseline Data and Supporting Evidence					
Update from Silver Action Plan 2010	1.1	Monitor undergraduate data by gender	New data collections systems created (both from central University and Department sources); gender balance of undergraduates maintained; benchmark data collected from IoP publications.			
	1.2	Monitor undergraduate performance by gender	Women are performing as well as / better than men in all years other than the first; additional actions (consultation with Colleges and focus groups) with undergraduates have been implemented to understand further the issue in the first year. Further action planned (G.1.1)			
	1.3	Monitor A2 UMS scores against undergraduate performance	There is no central University store of A2 UMS marks, so using AS UMS marks as proxy, we have revealed significant underperformance by women in the first year, in Physics and Maths. Further action planned (G.1.3, G.2.5)			
	1.4	Review and monitor first year 'Intentions' survey	Relatively more women are choosing to remain with Physics at the end of the first year as a percentage of those intending to do so at the start of the course, a significant success			
	1.5	Monitor postgraduate completion rates by gender	PhD submission rate maintained. No gender difference in completion rate / time. Recent reduction in female acceptance rate will be investigated further (new action G.1.3)			
	1.6	Monitor staff data by grade and gender	Staff data show a steady percentage of female staff. Recent appointments increase female Lecturers/Readers by 64%.			
	1.7	Comparison of staff data with other STEM departments in the University	New central University data systems deployed to support SWAN applications; data indicate Physics is broadly in line with Engineering, Chemistry by gender for academic staff; for research staff, percentage of women is behind Chemistry but in line with Engineering and ahead of Mathematics			
	1.8	Monitor staff appointments	Increased rate of return of Equal Opportunities spreadsheets achieved. Number of new appointments has been falling; percentage of women appointed has reduced (but small number) (but new actions G1.3, G1.5). Uptake of Equality and Diversity training is increasing.			
	1.9	Monitor academic and research staff destinations	Number of leavers has reduced; data collection reveals no significant gender difference			
	1.10	Monitor Senior Academic Promotions exercise	Women have been relatively more successful			
	1.11	Monitor promotion rate by gender from RA (grade 7) to SRA (Grade 9)	Small numbers. One male; two female promotions in last year. Note that 1 of 4 Winton (grade 9) fellows appointed to date (last two years) are female			
	Additional action Academic and Research Staff survey executed	Survey run in 2012; good response rate and positive responses using UKRC culture question set, without modification, to allow benchmarking against other Departments.				
Action	Description of action	Action taken already and outcome at November 2013	Further action planned at November 13	Responsibility	Target Date	Success Measure
G.1.1	Continue to monitor staff, postgraduate and undergraduate student data. Track/evaluate all consultation methods (incl. focus groups and surveys)	Data collection systems in place; Department giving input into University SWAN data requirements / reporting	Additional resource to be deployed to collect and analyse data Monitor appointment of new Cavendish Visiting Fellows (CVFs)	Education Administrator, Teaching and Graduate student Committees; Personnel Committee	1/9/ 14 1/8/14	New post filled New appointee produces complete set of annual data to meet SWAN requirements. Process for monitoring CVF appointments proves effective / review

G.1.2	Extend staff survey programme	Initial academic and research staff surveys undertaken December 2012 using UKRC questions; data reveal no major concerns regarding culture	Include assistant and academic-related staff survey planned for 2014; repeat academic and research staff UKRC survey in 2014 Encourage participation in next ASSET survey, when announced	Personnel Committee	1/9/14	>70% participation rate for all staff categories
G.1.3	Extend focus groups to provide more information and to support and explain quantitative data issues	Focus groups on first year undergraduate performance held Feb 2013	Research staff focus group programme defined – fellowships and career development Final year undergraduate, MAST and MPhil group, and first year postgraduate group to look at PhD applications	Research staff committee; Teaching Committee, Personnel Committee	1/5/14	Three new initiatives identified to advance career development for women
G.1.4	External reporting of Action Plan progress to extended SAT, to Equality and Diversity groups and committees in the wider University and the School of the Physical Sciences	Chair of PC reports to School's E&D Forum	Ensure that Annual Report to Cavendish Committees is fit for external use with minimal editing	Chair, Secretary of Personnel Committee	1/4/14	Enhanced dissemination of good practice
G.1.5	Brief new HoD on Equality and Diversity matters and policies and Athena SWAN	New HoD appointed and briefed.	COMPLETED– In place; new E&D training modules launched with good feedback. HoD has had focus group discussions with all research groups and staff.	Chair, Secretary of Personnel Committee	1/6/13	COMPLETED
G1.6	HoD to brief each HoG about E&D issues (fair and open research staff promotions, maternity leave, induction and mentoring)	All HoGs are E&D trained	HoG mandate completed	HoD, Chair and Secretary PC	1/02/14	Agreed briefing sheet and HoD briefed all HoGs. COMPLETED
G.1.7	Appoint and brief new Education Administrator	Role description in preparation. Review/ensure diversity of applicants.	Appointment to be made in next few months	Academic Secretary; Chair, Secretary of Personnel Committee	1/9/14	New role holder enhances data collection and analysis systems in support of SWAN Action Plan
G.1.8	Appoint a postgraduate student representative to the Personnel Committee	Consultation with PG committee.	Agreed appointment	Secretary of Personnel Committee	1/10/14	Postgraduate attending PC meetings.

2	Undergraduate (UG) and Postgraduate (PG) Students					
Update from Silver Action Plan 2010	2.1	Comparison of UG performance	Data acquired from new central system; common issue over underperformance of women (fewer firsts) especially in early years			
	2.2	Identify cause of different performance by gender in first year (1A)	Analysis undertaken against AS Level UMS marks. Some correlation to performance in Further Maths; and whether or not Further Maths has been taken. Could also be an issue with confidence of female students and/or factors related to Supervision in Colleges. Additional action: Focus groups held to identify qualitative factors			
	2.3	UG exit questionnaire	Feedback received on individual courses; End of 3 or 4 year course questionnaire to be developed			
	2.4	PG exit questionnaire	Exit questionnaire still to be developed			
	2.5	Advertise Department policy on part-time PG degrees	Done			
	2.6	Report actions to School of the Physical Sciences to embed best practice	Prof Gibson sits on School Committee tasked with embedding SWAN principles across the School and encouraging further award applications. Prof Gibson and Mr Peet advise other departments on SWAN data analysis and applications			
Action	Description of action	Action taken already and outcome at November 2013	Further action planned at November 13	Responsibility	Target Date	Success Measure
G.2.1	Engage with College admissions tutors regarding selection criteria and practices for undergraduates	There is already an extensive programme of training in place	Particular focus needs to be given to addressing areas of concern arising from G.1.3	DHoD (Teaching); College Directors of Studies	1/9/14 1/7/15	New guidance / training produced for 2014 UG admissions round, leading to Reduction in performance gap (as G.2.1)
G.2.2	Masters courses – enhance mentoring	MASt already has a dedicated member of academic staff to oversee	Extend to MPhil in scientific computing; ensure female students feel well supported	Academic Secretary, Education Administrator	1/10/14	Positive feedback (>75% satisfaction) from exit questionnaire (G.2.2)
G.2.3	Monitor Certificate of Postgraduate Studies review for E&D compliance	Review planned	Full engagement with review group	Graduate Education Committee	Externally driven	No gender difference observed
G.2.4	Engage School of the Physical Sciences in Athena SWAN dimension of new Centres for Doctoral Training across the School and cognate STEM departments		Ensure good gender mix of supervisors; best practice in recruitment, etc. Train Supervisors	Physical Sciences Graduate Education Committee; Physics Graduate Education Committee	1/10/14	Recruitment to CDTs to exceed University norms and IoP benchmarks for female enrolments
G.2.5	Develop Action Plan based on findings from Silver Action 1.3 e.g. support workshops for women undergraduates, particularly highlighting PhD research		Develop programme in consultation with Teaching Committee and College Directors of Studies	DHoD (Teaching), Teaching Committee	1/6/14	Action Plan in place. Target is no gender difference in first year performance; immediate goal (3 years) is 50% reduction in current performance gap. Reverse decline in female PhD UK acceptances/application rate and return to above 20%
G.2.6	Final year and PhD projects – advertise whether supervisor is male / female		Develop existing project proposal procedure to identify supervisor (incl. gender)	Teaching Office	1/6/14	25% More internal female applicants for PhD places by 2015

G.2.7	Mathematics Review in Natural Sciences Tripos	Need for review has been established – course no longer fit for different purposes	Full engagement with review group	DHoD (Teaching); Teaching Committee	1/9/14	New course developed which recognises and addresses gender differences
G.2.8	E&D training for all undergraduates, demonstrators in practical classes, small group supervisors and directors of studies.	Need for E&D training established	Develop training package fit for purpose. Run E&D training course for undergraduates at entry. Demonstrators and supervisors to complete E&D training. Encourage Colleges to only use supervisors for Physics who have completed E&D training. Monitor uptake.	DHoD (Teaching); Teaching Committee; University HR	1/6/14	Training package produced. All undergraduates, demonstrators and small group supervisors E&D trained. Positive verbal feedback from undergraduate classes, consultative committees and focus groups
G.2.9	Guidelines to Lecturers and small group supervisors	Guidelines available from Mathematics department	Adapt guidelines for own use	DHoD (Teaching); Teaching Committee	1/10/14	Guidelines in place. Positive feedback from surveys/focus groups.
G.2.10	Increase exam questions on undergraduate problem sheet and centralise mock exams, increase frequency.	Exam questions already included, many Colleges already set mock exams	Lecturers to increase frequency of exam-like questions. Centralise mock exams in Department.	DHoD (Teaching); Teaching Committee	1/10/14	Lecturers increase exam-like questions (all lecture courses). Mock exam system in place. Positive verbal feedback from undergraduate Consultative Committee.
G.2.11	Collate undergraduate destinations data	HESA data available	Extract Department statistics	Education Administrator, DHoD (Teaching), Secretary Personnel Committee	1/10/14	Procedure in place and on-going data collection
G.2.12	Monitor performance by gender on Masters courses	Data sets are currently small	Investigate performance at module / sub-course level	Education Administrator	1/10/14	No significant gender difference observed
G.2.13	Develop Postgraduate exit questionnaire	Committee reminded	Create questionnaire	Physics Graduate Education Committee	1/10/14	Questionnaire created and implemented by 1/10/13 Achieve high completion rate 60% over period to 30/9/15
G.2.14	Hold event for female final year students during Postgraduate PhD Recruitment Exhibition	First event held end 13	Organise future events	Education Administrator	1/12/13	Hold event with good female attendance (48 female staff and students attended) COMPLETED Increased female applications for PhD places for 2014 entry.
G.2.15	Final year postgraduate review with independent reviewer			Graduate Education Committee	1/1/14	Improvement in completion rate, increase female applications for postdoc posts

G.2.16	Write-up guidance and workshop for final year PhD students		Scientific writing course for postdocs, encourage better writing skills in PhD students through dedicated workshop	Graduate Education Committee; Transferable skills co-ordinator	1/10/14	Increase female applications and success rates for post-doc appointments to match male By 2015
G.2.17	UG Maths project, comparing performance on A2-Level and UG-style physics problems completed; data analysed and disseminated	Funding achieved; staff commissioned	Questions set		1/9/14	Supervisors, lecturers and examiners report changes to problem sets and support in problem solving
G.2.18	Decide policy for UK versus EU/overseas PhD intake	Data suggest EU/overseas intake rising	Monitor data Decide policy on intake.	HoD, DHoD (Teaching)	1/10/16	Policy in place

3	Key Career Transition Points, Appointments and Promotions					
Update from Silver Action Plan 2010	3.1	Identify reduction in women researchers between Grade 7 (Research Associate) and Grade 9 (Senior Research Associate)	Fellowship applications show fewer submitted by women and lower success rate. Therefore need to improve information flow, support, and quality of applications. Programme of Fellowship Workshops implemented. These workshops showed the need for better writing of applications to match different audiences. So workshops in 'Scientific Writing' started. Continuing support through Staff Review and Development (SRD) Scheme (New action 3.1, already implemented). 4 new Grade 9 women Fellows appointed in last three years			
	3.2	2010 ASSET Questionnaire	High return rate achieved. Data analysed. Resulting actions included development of Research Staff Committee and events (see new action G.3.9); improvement of web pages; extra dimensions to SRD for researchers. Department data compared favourably to School and University (e.g. awareness of gender initiatives)			
	3.3	Improve awareness of fellowship competitions, contribution increment rounds	Information disseminated by Research Grants Administrator routinely; pay round information circulated by Administrative Secretary of the Department; Research Staff Committee established. Series of events held. Main annual event has been run for three years – briefings, career advice, networking			
	3.4	Staff exit questionnaire	Return rate is variable. Not much new information emerging: research staff value the reputation of the Department and training given. Revise format and re-launch			
		Additional Action Ran UKRC Cultural survey across academic and research staff, following on from ASSET survey				
Action	Description of action	Action taken already and outcome at November 2013	Further action planned at November 13	Responsibility	Target Date	Success Measure
G.3.1	Understand increase in staff turnover	Individual data suggest women staff are more proactive in looking for next post, often in academia and often overseas	Detailed study of turnover data required	Administrative Secretary	1/10/14	Increase understood and measures put in place, if necessary
G.3.2	Staff exit questionnaire		Review format and questions to elicit more information on future career plans	Administrative Secretary	1/1/14	High return rate – 80% Produce report on destinations – fellowships and permanent posts
G.3.3	Examine Research Staff appointment success rate by Research Group		Breakdown current and future data	Administrative Secretary	1/10/14	Monitoring procedure in place and outcome known
G.3.4	Enhance Staff Review and Development Scheme.	Reviews now offered annually to researchers in first five years of first contract, with selected senior staff members as reviewers	Monitor outcomes	Personnel Committee	current 1/10/14	Continued high uptake; high quality outcomes for individuals (e.g. training plan) Summary reports from SRD report positive outcomes of career initiatives
G.3.5	Formalise policy and procedure for identifying women candidates, especially for academic staff posts	Current policy is ad hoc	Policy to be written and agreed by SMG	HoD	1/6/14	Policy implemented. Percentage of female applicants to reflect percentage of females at previous career stage
G.3.6	Lectureship appointments	All panel members must	All new appointments to be	HoD	1/5/13	All in place at 1/2/14

		have completed E&D Training. Active searches for qualified female applicants. University procedure requires male and female staff on all appointment committees	closely monitored; active steps taken with Pro-vice-chancellor, etc., to resolve two-body problems			
G.3.7	Cover of childcare costs for all staff interviews	Cost of extra childcare covered for a female Lectureship candidate	Advertise policy for cover of childcare costs for interviews	HoD, Academic Secretary	1/10/13	Policy in place -COMPLETED
G.3.8	Unconscious bias training programme	University developing programme	Require all staff to undertake unconscious bias training	HoD	1/10/15	All staff taken unconscious bias training – now Mar 14
G.3.9	Extend programme of fellowship (and other) workshops	HoD now offers panel mock interviews for all shortlisted candidates for senior fellowships and scientific writing course	Extend mentoring through new contacts list on website. Identify new workshops in consultation with Research Staff Committee	Research Staff Committee, Postdoc champion, Administrative Secretary	1/5/13	Annual programme of workshops held -COMPLETED, EMBEDDED

4	Career Advice and Support					
Update from Silver Action Plan 2010	4.1	Monitor uptake of mentoring scheme	New mentoring scheme implemented, with responsibility for mentoring embedded in research groups. Still problems with uptake and effectiveness (SRD feedback, Research Staff Committee feedback). Updated action G.4.1			
	4.2	Update Staff Review and Development (SRD) scheme for research associates	New scheme implemented – see G.3.4 above. New action G.4.4			
	4.3	Feedback on mentoring, SRD and careers advice	Feedback received from Survey and Research Staff Committee. Updated action G.4.1			
	4.4	Careers Advice for Research Staff	Careers surgeries continue using transferable skills funding; uptake remains high and feedback positive			
Action	Description of action	Action taken already and outcome at November 2013	Further action planned at November 13	Responsibility	Target Date	Success Measure
G.4.1	Reinforce mentoring scheme, not only for new appointments	Research Groups now required to provide better reporting on uptake of mentoring scheme. New list of specialist mentors published on website; online support of mentoring improved	Monitor information and feedback	Personnel Committee; Administrative Secretary	1/10/13	uptake / decline to be >90%; zero complaints through SRD and Research Staff feedback
G.4.2	Knowledge exchange		Involve research staff in knowledge exchange events and workshops	KE facilitator	1/10/13	New appointment – KE facilitator – made; 3 events per year run with postdoc involvement
G.4.3	Careers Service provision		Undertake review against Research Staff feedback	Research Staff Committee; Administrative Secretary; Careers Service	1/5/14	Funding provision maintained; offering better aligned to staff needs
G.4.4	Influence changes to University SRD scheme to improve quality of reviews for research staff in particular, using experience from SWAN programme		Administrative Secretary will continue to take part in University working group and monitor for E&D compliance	Administrative Secretary	Current, but time frame will be long (IT development)	New on-line system viewed as accessible and an enhancement to the SRD process by research staff DELETED – development postponed indefinitely by University
G.4.5	Influencing of University policy regarding Senior Academic Promotions	Current policy has recently been upgraded with Equality and Diversity issues in mind	Ensure that feedback from candidates / HoD reaches the central Human Resources division	HoD	1/10/13	SAP outcomes reflect no gender bias

5	Culture, Communications and Departmental Organization					
Update from Silver Action Plan 2010	5.1	Improve awareness of Equality and Diversity	New package introduced to Department induction events; posters on display in all research Groups; SWAN and Juno awards and certificates prominently displayed in Department (Reception, HoD office); logos displayed on letterheads; further information for jobs; regular session on SWAN at termly staff meetings; University and Department events and workshops advertised under SWAN banner.			
	5.2	Review Department organisation	HoD has introduced weekly SMG in place of Executive Board. SMG has female member. New group has more time to consider E&D issues. New action G.5.8			
	5.3	Monitor Committee membership	Done. Balance maintained. High percentage of women on new Research Staff Committee			
	5.4	Review and document new academic staff Workload Model	Major project achieved and accepted by staff. New range of factors included for first time, including outreach and College teaching. Caps introduced on some areas. Now being used as a model across other departments			
	5.5	Monitor workload with new model	We have two years' worth of data. We will continue to accumulate data and ensure that these are actively used to moderate workloads (new action G.5.4)			
	5.6	Review and develop the mandate of the Nominations Committee for prizes	Informal steps have been taken to widen the group of people approached for nominations to include women. Practice still needs to be codified			
	5.7	Update museum displays	Athena SWAN material now included; gallery of male photos removed and replaced with new interactive display			
	5.8	Publicise awards and prizes on website	Revised website allows for news items and successes have been prominently displayed (e.g. Athene Donald, Suchitra Sebastian). Biannual 'CavMag' also sent to alumni publicises successes as well. Announcements made at termly staff meetings			
	5.9	Form Research Staff Committee	Done. Group is proving effective (see other actions, survey results, etc.)			
	5.10	Review timing of Cavendish Physical Society seminars	Done. Brought earlier to allow for children to be collected, etc. after school			
	5.11	Improve social aspects of Department life	New social committee (since 2010 SWAN Award) has established a series of events for staff across the Department including Christmas party (in addition to those held at work / research group level) and Summer Family event			
		Additional action 'Families at the Cavendish' produced, published on web and included in all induction packs	Summary sheet of facilities and services available to parents and carers working in the Department. Facilities in the Common Room improved to include high chairs and baby changing facilities			
Action	Description of action	Action taken already and outcome at November 2013	Further action planned at November 13	Responsibility	Target Date	Success Measure
G.5.1	Dissemination of best practice / beacon activities. Continue to influence University and National initiatives through membership of committees, speaking and writing	Staff involved in SGEN; SWAN governance; national SWAN / Juno organisations	Continue monitoring involvement	Chair Personnel Committee, Administrative Secretary	1/10/14	Survey past year's activity. 10 events registered
G.5.2	HoD to brief Chairs of all committees about transparency, fairness, committee culture and unconscious bias		Produce briefing paper for Chairs of Committees	HoD, Chair and Secretary of Personnel Committee	1/10/13	All Chairs briefed and "unconscious bias" trained
G.5.3	Monitor Committee membership and appoint suitable female to IT Committee if possible and PhD student to Personnel Committee	Committees audited annually	Search for suitable female IT specialist; consider rotation of committee membership	HoD	1/10/13	Balance across committees retained
G.5.4	Use Workload Model to modify the workload of individuals		Collect data over coming years; report outliers to	DHoD (Teaching); HoD	1/8/13	Tangible record of work being removed from the over-burdened

			Teaching Committee & SMG			and re-allocated to the under committed COMPLETED - EMBEDDED
G.5.5	Roll-out Workload Model	Model developed in Physics and shared with other departments	Create a package which allows easy roll-out to other departments	Personnel Committee	1/10/13	Comparable data produced from other departments. Chemistry completed.
G.5.6	Extend social activities as demand requires		Meet with Social Committee	Administrative Secretary	1/1/14	Events continue to be supported by all sections of Departmental community
G.5.7	Document and publicise the working of the Nominations Committee		Publicise committee and remit on website	HoD	1/5/14	Continued recognition of achievements of women and men
G.5.8	Monitor Departmental culture		With another new HoD taking up post, we will continue to monitor committee and management structures and practices	Personnel Committee	1/11/13	Committee membership remains representative. Briefing document on departmental culture produced for new academic staff; consider roll-out to other staff groups
G.5.9	Enhance monitoring of practices in research groups		Survey seminar speakers by gender; meeting times	SMG; Personnel Committee	1/1/15	Check results: at least 25% women

6	Career breaks/flexible working					
Update from Silver Action Plan 2010	6.1	Advertise parental leave, return to work and flexible leave policies	Done – website updated; 100% return rate amongst academic and research staff maintained			
	6.2	Case studies	Done – in preparation for this application. Will be published on website			
	6.3	Advertise policy for workload for academic staff on return from maternity leave	Done – published in ‘Families at the Cavendish’ (as above)			
Action	Description of action	Action taken already and outcome at November 2013	Further action planned at November 13	Responsibility	Target Date	Success Measure
G.6.1	Flexible and part-time working policies	Policies published on website	Increase staff awareness through ‘Families at the Cavendish’, website and continue to monitor uptake	Administrative Secretary	1/10/14	Evidence of increased awareness through SRD scheme
G.6.2	Monitor maternity / paternity leave arrangements		With new legislation, ensure that Department is fully briefed in line with HR Division rules. Ensure these rules reflect SWAN best practice	Administrative Secretary; Chair, personnel Committee	ongoing	Zero complaints; positive feedback from 2014 survey
G.6.3	Ensure maternity leave is correctly included in Workload Model		New Workload Model will need manual adjustment, which is seen to be fair	Personnel and Teaching Committees	1/10/13	No errors on reports