UCL Athena SWAN template action plan and guidance

Notes:

- Your action plan should be SMART (specific, measurable, attainable, realistic and timely).
- Actions must be clear – you could ask someone in the Department from outside the SAT to review the action plan, and see if they could implement the actions without prior knowledge of the process.
- Reference actions from your action plan in the application.
- For Silver or Gold applications, it may be useful to include a 'Actions already taken' or 'Progress' column – this will give you an opportunity to state what activities have already taken place, and where impact can be evidenced. If this column if predominantly empty however, I would suggest taking it out
- Action plans that have HR or Administrative staff responsible for the majority of actions won't be viewed positively – make sure actions are distributed across the SAT team and to other members of the Department.
- Make sure your actions span the next three years – this shows a maintained and consistent focus on SWAN.
- Be specific with dates, avoid 'on going'
- Don't let success measures become vague – make them achievable and measurable.
- We have suggested two columns identifying responsibility for actions: Accountability (SAT member) and Responsibility. The first column should indicate the SAT team member responsible for ensuring actions are undertaken in line with the timescales identified in the action plan, and to report back to the SAT on progress. The individuals identified in the responsibility column will be the member of staff in the department responsible for undertaking the work required. Don't put too many names in these columns – keep it as simple as possible to ensure actions can be easily implemented.
- Remember that once you achieve an award, you will have to renew in three years time. When you come to renew you have to report on the success of your previous action plan. Make sure that the actions you have suggested are innovative and designed in response to your quantitative and qualitative data analysis, but that they are achievable.
- Please repeat the column headings on each page, this will make it easier for the assessment panels to read and understand your action plan.
- The actions filled in below are examples.

	Objective	Action	Timescales	Accountability (SAT member)	Responsibility	Success Measures
**1. Support for female students**					
1.1	To design a careers sessions for UG and MSc students to increase awareness of academic careers	Run an annual careers event that will become part of compulsory modules. Events to include information on funding for PhD posts, what post doc positions involve and how to apply. Make sure sessions include female speakers.	Event to run in March each year, start in 2015.	Fiona McClement	Academic leads for the UG and MSc courses, and course administrators	Increased number of female students reporting they are interested in an academic career in annual student survey. Initial increase of 10% in 2015 survey At least 40% female speakers each year.
1.2						
**2. Support for staff at key career transition points**					
2.1	Develop a mentoring scheme – pilot initially for post docs, to be rolled out to all staff by 2017	Recruit and train mentors (training to be provided by Organisational Development)	Jan 2015	Harriet Jones	Harriet Jones	- 70% of post docs to have a mentor by May 2015 - Positive feedback from post docs about mentor scheme in questionnaire and focus groups. - Responses to improve over time (annual questionnaire). - 100% of staff who would like a mentor to be paired by March 2017 - All new staff to be offered a mentor as part of induction
		Pair mentors with mentees (mentor to be from a different research group to mentee where possible)	April 2015	Harriet Jones	Department Administrator	
		Review mentor scheme – design a short questionnaires for mentors and mentees and run a focus group with female mentees	Oct 2015 (annually thereafter)	Sarah Guise	Sarah Guise	
		Respond to feedback from mentors and mentees, making any improvements necessary	Nov – Dec 2015	Harriet Jones	Harriet Jones	
		Begin rolling out mentoring to all staff who would like a mentor and integrate mentoring into induction process.	Jan 2017	Harriet Jones	Department Administrator	
2.2						

	Objective	Action	Timescales	Accountability (SAT member)	Responsibility	Success Measures
**3. Recruitment, promotion and retention**
3.1	Introduce annual appraisals (rather than every 24 months)	Introduce an annual appraisal	Sept 2015	HoD	Department Administrator	100% of staff report that they have had an appraisal in the last 12 months in annual staff survey
		Ensure staff are aware of this change – publish in department newsletter and an email from HoD	Sept 2015	HoD	HoD	
3.2						
**4. Career breaks, workload and flexible working**
4.1	Establish a transparent and reliable workload model	Look at possible models and options.	Jan 2016	HoD	HoD	- Increase in the proportion of staff who report department workload is distributed in a transparent and equitable way. Initial increase of 30% in 2017 survey. - Workload to be assigned in an equitable way – as identified through annual review of workload by gender
		Conduct a focus group with a representative group of staff to discuss the options and identify a preferred model	Feb 2016	Sarah Guise	Sarah Guise	
		Implement model	March 2016	HoD	Department Administrator	
		Review success of model through review of staff survey	March 2017	Sarah Guise	Sarah Guise	
		SAT to review gender balance of workload	April 2017 and annually thereafter	Sarah Guise	Department Administrator	
4.2						
**5. Culture, communication and departmental organisation**
5.1	Start a departmental monthly coffee morning – open to staff and students	Department to provide tea/coffee and snacks every month in the department common room. Day to change each month so as to accommodate part time working – this will be advertised on	Jan 2015	Sonal Bharadva	Sonal Bharadva	Increased opportunities for networking and socialising within the department. Increase in collaborative working across research

Objective	Action	Timescales	Accountability (SAT member)	Responsibility	Success Measures
	common room notice board.				groups. At least 80% of staff report that the regularly attend the coffee mornings in our staff survey.