SILVER ACTION PLAN

This Action Plan was planned with advice and guidance from the Athena SWAN Self Assessment Team as well as from members of the wider School. The development of the submission was a very valuable process highlighting the issues facing women in Science and providing a platform for Faculty to draw together much good work already undertaken as a consequence of our work toward our Bronze award and to identify opportunities for further improvement. Each action is numbered consecutively and split into categories. Each AP is then identified within the application at appropriate points.

S-AP	ACTION POINT	ACTION ALREADY UNDERTAKEN	ACTION TO BE UNDERTAKEN	RESPONSIBILITY	START DATE & TIMESCALE	SUCCESS MEASURE
1	**General**					
1.1	Continue to monitor data at all levels for gender equality	Data collected and monitored at University level	Continue to monitor data by gender and identify further actions to address any imbalances.	Provision of data 1. University admissions office 2. PG admissions 3. & 6. Human Resources (HR e-recruitment) SAT to monitor data	2015/2016 academic year, onward	Identify imbalances and monitor where initiatives have led to positive (or negative) changes.
1.2	Publicise the work of Athena SWAN SAT	Website established. Weekly bulletin	Posters displaying issues and initiatives.	Athena SWAN SAT	Commenced 2014	Raise awareness of Athena SWAN issues and

		entries. Rosalind Franklin symposium including merchandise	Women in Science seminar series	School Public Engagement Coordinator	Ongoing	initiatives. Engage members of the School

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2	**Students (UG & PG)**					
2.1	Annual circulation of UG survey	First UG survey circulated and analysed	Continue to analyse feedback annually	Athena SWAN SAT Survey subcommittee	Commenced Feb2015 Annual	Survey data collected and analysed. Maintain high response rate. Results disseminated and actions identified
2.2	Provide opportunities for networking and a support group for female UG and PG students	Assessed requirement and need for support groups (survey and focus groups)	Identify leaders to run group	Athena SWAN SAT	2016 pilot 2016-2017 established groups	To establish networking groups at UG and PG level. Support groups running successfully and independently Making a difference: Effect on wellbeing/ confidence

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2.3	Careers advice for UG and PG students	Assessed need for careers advice from UG & PG surveys	Identify representatives in key areas of industrial experience and academic areas. These would be advertised and timed to coincide with key decision making times such as application for Junior Research associate positions (UG) and for thesis submission deadlines (PG)	School Careers Liaison Advisor	Jan 2016	Established careers network Feedback from Student surveys to show benefit
2.4	Increase number of students participating in Headstart, Widening participation (WP) and outreach programmes, whilst maintaining gender balance. Increase number of positive role models in	Headstart run in 2015 in two areas of Life Sciences (Chemistry; Biology and Ecology). WP science day run annually for local year 9 WP students. Summer schools for year 12 students	Organise Headstart annually. Continue with WP day and extend to include further students	School Widening Participation Coordinator WP Sussex team	Annual (Summer)	Increased conversion rates to UG - increase gender balance in Chemistry and maintain balance other subjects

	content delivery team.					

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2.5	Embed a "general wellbeing" element to the newly rolled out PhD committee meetings	PhD thesis committees established School wide.	Guidance and training to be provided to thesis committee to provide academic and wellbeing support	PhD second supervisors DDS	Immediately	Improved well-being of PHD students monitored by focus groups, surveys +ve feedback.
2.6	Mentoring scheme for PhD students	Initiated scheme to find 3rd year PhD students to represent each subject group	Establish an informal mentoring scheme for 3rd year student representatives to provide advice and support for new and 2nd year PhD students	DDS, SAT	Feb-Apr 2016	Increased support for PhD students. Improved feedback from PGR survey.

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3	**Key transition points and Career progression**					
3.1	CV workshops	CV workshop provided to staff and postdocs in collaboration with BSMS (Sept 2015)	CV workshops to be established bi-annually	Director of Postdoctoral Development in collaboration with BSMS	Jan 2016	Success rates for job applications. +ve feedback from attendees via survey and focus groups
3.2	Careers talks Careers seminars for postdocs	Assessed need for careers advice from focus groups, mentoring groups and survey results. Termly seminars given by invited speakers to provide information on alternative careers (e.g. publishing, pharma)	Talks to be provided by external speakers on key careers including science writing, academic careers, industrial careers etc. Continue to maintain seminars and encourage Postdocs to attend	DPD and Careers liaison officer Careers and Employability Centre	Monthly seminar series to be developed.	Improved postdoctoral community; sense of identity and support systems as reflected in future surveys
3.3	Mentoring for fellowship applications	DPD has initiated fellowship application advice/mentoring on request	Formalise mentoring for fellowship applications	DPD	Commenced Jan 2015	Success rates for fellowship applications

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3.4	Mentoring for job interviews	DPD has initiated academic job interview/mentoring on request	Formalise mentoring for academic job applications Publicise available support	DPD and individual PIs DPD	Commenced Jan 2015	Success rates for internal and external job applications
3.5	Mentoring for Postdocs	Circle mentoring established with good feedback. 1:1 mentors identified (male and female)	Circle mentoring continued 1:1 mentoring to be established. Identifying mentors to be matched with mentees	DPD	Commenced 2014. Begin 1:1 2016	Established mentoring scheme to be maintained and provided for all new Postdocs on arrival. +ve feedback from surveys
3.6	Mentoring schemes	Liaising with BSMS regarding mentoring piloted for lecturer to reader	Set up 1:1 mentoring for lecturer to reader for Life Sciences	Mentoring subcommittee of the SAT	April 2016	Mentoring system established for lecturer to reader and with good feedback
3.7	Promotions workshops run by PVC	Two promotions workshop run by PVC T&L in 2014/2015	Provide promotions workshops biannually and broaden scope to technical services and postdocs	Athena SWAN SAT, School Manager, PVCs, HR	Commenced	Success rates for promotions. Increased staff understanding of the promotions process.

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4	**Culture, communications and School organisation**					
4.1	Annual focus groups	2014 and 2015, initial focus groups on: 1. maternity and paternity leave and work/life balance 2. career progression, promotions, work allocation and participation	Annual focus groups on specific gender related issues to be informed by survey results.	SAT	To be run annually in February-March	Identification of issues and successes to be fed into action planning
4.2	Annual surveys	Surveys collected for UG, PG, technical staff, research staff (postdocs) and academic faculty. Data analysed	Annual analysis and review of results	Survey subcommittee	To be run annually	Identification of issues and successes to be fed into action planning
4.3	Share annual results of the surveys with the School	Results of surveys analysed	Make survey results available	Survey subcommittee	First results were	Dissemination of survey results to encourage increased

				SAT Project Manager	disseminated May 2015. To be continued annually following survey collection	response rates and to monitor results of initiatives for improving culture

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4.4	Easy to use staff webpage	Webpage providing information and resources on: 1. Maternity and paternity leave 2. Flexible working 3. Promotions 4. Harassment and bullying 5. Staff development and training 6. Handbook for new staff 7. Work load allocation	Information kept updated	SAT, SAT Project Manager and School Manager	Commenced Summer 2014	Webpage kept updated with information Promote regularly via the weekly Life Sciences bulletin Access to website monitored

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4.5	Maintain and update School Athena SWAN webpages	Internal "study direct" webpages available with links and resources for students and staff External Athena SWAN webpage with relevant resources and links	Keep resources and links updated. Include timelines to show career pathways of staff.	SAT, Chair of SAT and Project Manager to SAT	Established Jan 2014 Onwards	Useful webpages giving information and Women and Science resources. Accessed by junior staff and students
4.6	Athena SWAN equality and diversity to be formalised as part of School structure	Chair of the Athena SWAN SAT to sit on School management committee. Chair of SAT to represent equality and diversity in plans for new building	Athena SWAN initiatives to be provided to management committee. e.g. new building plans to include room for expressing milk, room for parents with children. Baby changing facilities.	Chair of Athena SWAN SAT	Nov 2015	Athena SWAN initiatives to be supported by School management

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4.7	Increase the promotion of ongoing Athena SWAN activities in the School of Life Sciences	Athena SWAN initiatives promoted weekly in the bulletin circulated to all staff. Athena SWAN Life Sciences website established and updated with initiatives, news and resources	• Highlight events and initiatives in the bulletin and on the Athena SWAN Website so that staff are kept up-to-date on Athena SWAN. • Athena SWAN agenda item at all School meetings • Use different mediums to publicise Athena SWAN initiatives, such as notice boards, emails, posters, newsletters, "Did you know…" fliers and Twitter	Life Sciences Professional Services Team Outreach and Communications Committee	Ongoing	• Create an archive of communications and a list of events. • Start to build a body of stories, podcasts, publications and case-studies. • Increased visibility of Athena SWAN website • Increased participation of staff to events and forums

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4.8	Introduce new initiatives to combat issues regarding harassment and bullying	Bullying and Harassment subcommittee created and displayed posters giving information about people to contact informally. Clear documentation on reporting procedures and policies (where to get help) to be included in Life Sciences webpage (AP5.3)	Report on procedures, circulation of Life Sciences policies and procedures	Harassment and bullying subcommittee to report to HoS, School Manager and School HR Advisor	Commenced 2015. Ongoing	Improved response to survey regarding bullying and harassment. Increased awareness of acceptable behaviour Reduced reports of issues.
4.9	Networking opportunity/ induction for new and current staff	Induction for new staff in place. Termly networking meetings in place	Provide up to date information for new and current staff	School Manager, HoS	Commenced Sept 2014	+ve feedback from surveys and focus groups.

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4.10	Celebrating women in Science. Monthly Women in Science seminar series. Celebrate Women Research at Sussex Life Sciences during special days such as the yearly "Ada Lovelace Day"	Seminar slot identified (Tuesdays 1.30-2.30pm) and suggested speakers requested from the members of the School. Two speakers already invited. Twitter activity for Ada Lovelace day 2015.	Invited speakers to be finalised and publicised to the School. Sponsorship by the School. Plan for a seminar, filming of a podcast or press-release for Ada Lovelace day.	Symposium subcommittee	2016	Increased visibility of Athena SWAN Sussex Life Science
4.11	Continue to ensure that both men and women are considered when appointing to officerships in the School	Officerships currently monitored by HoS and School Manager. Officerships now advertised to staff for application	Consideration of women for roles in management.	HoS	April 2014 onward	An improved gender balance in senior management roles, whilst keeping in mind potential overload

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4.12	Promote a positive Family-Friendly culture, with role models and Family events	Planning of School Christmas party/panto for 2015 underway. School social email list created	• Enhanced family friendly pages on the School Website/ Athena SWAN website • Organise Family friendly events to take place within the School holidays (summer family fun day, Christmas Santa event etc.) • Create a family section in the bulletin where announcements such as child birth/adoption can be announced	HoS, School Manager, SAT	End 2015 onwards	Create a positive feel among staff about the family-friendly attitudes of the School. Increase satisfaction of work/life balance of staff. Monitor using annual surveys and focus groups as well as termly School meetings

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5	**Recruitment and training**					
5.1	Continue to improve advertising to encourage female applicants	Information provided for all those writing advertisements to include encouragement of women to apply and statement on family-friendly policies	Ensure adverts contain: • 'Committed to equality and valuing diversity'. • 'Applications are particularly welcome from women, and black and minority ethnic candidates, who are under-represented in academic posts in science and engineering at Sussex' • Ensure adverts have carefully considered gender neutral language	School HR Advisor/School Manager	Commenced April 2014	Recruitment data continuing to show an increase in female applicants, and appointments
5.2	Mandatory training in Equality, Recruitment and	Online training schemes currently being tested	Online courses provided and	School HR Advisor, School Manager, Staff	Jan 2016	Course provided and implemented. Completion monitored

	Unconscious bias (online)		mandatory training enforced.	Development Office		

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5.3	Continue to ensure gender balance on all recruitment panels. Ensure all members have completed recruitment training	In place	HR to monitor membership of recruitment panels	School HR advisor. SDU	Ongoing	Gender balance on panels

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6	**Career breaks/flexible working**					
6.1	Maternity Returners scheme (University-wide)	University scheme developed	Monitor maternity return rates following the introduction of the University's Returners scheme	School HR Advisor University HR	Autumn 2014	Increased return rates
6.2	Promote and de-stigmatise the value of flexible working and simplify the process for requesting this.	HR currently monitor formal flexible working applications. Flexible work is advertised by email termly and information provided in Staff handbook and on School and Athena SWAN websites.	Collect data on informal flexible working arrangements • Highlight flexible working case studies on Athena SWAN website • Publicize awards that have taken place whilst on flexible working • Create a stream-lined process for requesting flexible working • Train PIs (line managers) to understand and	School HR Advisor School Manager	2015 onward	Clear picture of those applying for and undertaking flexible working, and any issues that need addressing. An increase in the number of staff working under flexible working agreements. Improved understanding and promotion of the practice amongst PIs.

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			promote benefits of staff flexible working			
6.3	School implementation of formal meetings *prior* to parental leave to plan teaching cover and graduated return	System in place	Planning of specific meetings between staff taking parental leave and line managers.

Agree arrangements for maintaining research (if appropriate) | School Manager, DTL and HoS | Jan 2015, ongoing | Maintain system in place for planning workload (teaching, research etc.) those taking leave (parental or other) |
| 6.4 | School implementation of formal meetings *following* return; to review research commitments and teaching and admin load | System in place | Specific meetings between leavers and line managers | School Manager and HoS | Jan 2015 ongoing | Maintain system in place for planning return following maternity leave |

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6.5	Resources to be provided for working from home including web conference facilities, provision of laptops	Room with web conference facilities provided	Provision of facilities for working from home advertised to users Room with web conference facilities advertised and allocated to users	HoS, School Manager, Technical Services Manager	Jan 2015 onward	System in place for working from home and ensure that this is communicated
6.6	Provision of a room for expressing milk for mothers and those requiring rest	Room provided	Facilities provided	Technical Services Manager	April 2015 onward	Room provided with facilities for rest, easy chair and refrigerator
6.7	Room provided for working parents to work with children	Policies agreed with HoS. SAT Chair is involved in architects plans for new Life Sciences building	Accessible, safe room to be identified within current Life Sciences buildings Room to be identified in new building	School Manager Technical Services Manager, building project manager. SAT Chair	Jan 2016	Room provided with facilities for children and computers for working parents
6.8	Networking meeting (tea/cake) for returners to be established	Policy agreed with HoS	Networking meetings to be established	Maternity subcommittee members	Jan 2016	Regular termly meetings

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6.9	Funding route for those taking leave or returning from leave to support their research	Research development fund in place and now to be expanded to encourage applications from women taking/returning from maternity leave	Guidelines to be edited and advertised on the Research development fund website. Advertise to all Life Sciences staff	University Research Development Fund coordinator	Launch Jan 2016	Success of application to award to be monitored along with success in securing further external funding
6.10	Produce Athena SWAN fact sheets on family friendly policies e.g. parental leaflet	Template fact sheet identified.	• Collate the information and distribute when staff take parental leave • 'Did You Know…' series' accessible within School public spaces.	Member of the Maternity subcommittee with HR	Mar 2016	Increase in staff knowledge of Family-related policies