Cardiff School of Engineering – Action Plan

Action	Description of action	Action taken already and outcome at November 2012	Further actions planned	Progress Log	Responsibility	Timescale	Start date	Success Measure
1	**Baseline data collection and monitoring**							
1.1	Monitor UG and PGT/R student data by gender and identify comparable national benchmark figures	Annual data collected for School student entry and total cohort numbers	Continue current process Consider whether data can be collated in a more effective way Obtain comparable data for the national picture Report annual data to E&D Committee		Registry: Academic Administrator Admissions: Head of International Development Director of Administration	Annually (as soon as accurate data is available)	October	To meet or exceed national average for female participation across Engineering disciplines.
1.2	Monitor UG degree classification by gender	Annual data collected for degree classification awarded	Data for 2011/2012 to be extracted and analysed to compare with previous data		Registry: Academic Administrator	2011/2012 academic year and annually	Winter 2012	To meet or exceed national figures for degrees awarded 1st & 2(i) to female students
1.3	Collect staff recruitment data identifying the number of vacancies advertised by discipline, the male:female ratio of applications and success rate; investigate whether comparable benchmark data is available	Only basic data is currently available. Request has been made to Central HR to develop a suite of reports to provide the School with this data for the last 3 years. The University has recently implemented an e-recruitment system which will allow better future reporting in this area.	Review breakdown data in order to identify problem areas within the recruitment process		Central HR School's HR Officer Reporting to the Equality and Diversity / Staff Executive Committees	Initial review of data to be completed by Summer 2013	Data to be available by Spring 2013	To meet national benchmark in terms of female applicants / staff numbers.

Cardiff School of Engineering – Action Plan

1.4	Collect data on staff turnover rates and review data to ensure accuracy and reliability	Data is currently not reliable. Request for turnover data covering the last 3 years has been made to Central HR.	Review data to assess whether turnover is a problem for the School.		Central HR School's HR Officer Reporting to the Equality and Diversity / Staff Executive Committees	Initial review of data to be completed by Summer 2013	Data to be available by Spring 2013	An acceptable level of staff turnover with no specific problems across the discipline
2	**UG and PGT/PGR Students actions**							
2.1	Investigate why female undergraduate students applied and accepted a position at Cardiff School of Engineering in order to inform the future marketing strategy		Develop online questionnaire to distribute to all female undergraduate students		Registry: Academic Administrator Admissions: Head of International Office Admissions Tutors Publicity and Marketing Officer	Collate survey results by Winter 2013 in order to inform the marketing plan for 2014	Development of questionnaire by Summer 2013	Targeted marketing campaigns in order to increase female application rate to meet or exceed national average
2.2	Review marketing strategy for part-time MSc courses in order to improve intake numbers		Assess current marketing plan, consider alternative options		Registry: Academic Administrator Admissions Tutor Publicity and Marketing team	Summer 2014	Summer 2013	Increase number of applications and intake on part-time MSc courses

Cardiff School of Engineering – Action Plan

2.3	Review promotional materials and recruitment process for Postgraduate Research students		Illicit opinions from current female PGR students in order to inform the future development of promotional materials and the recruitment process		Research Administrator Director of Postgraduate Studies Publicity and Marketing team	Winter 2013	Summer 2013	Maintain the favourable level of applications / acceptances which are currently above the national average and ensure that these figures are consistent across the 3 disciplines
2.4	Investigate why females pursue research and relay this to undergraduates		Develop online questionnaire to gather information Relay this information to female undergraduate students		Academic Administrator Research Administrator Director of Postgraduate Studies Publicity and Marketing team	Winter 2013	Summer 2013	Increase the number of female undergraduate students continuing into postgraduate research

Cardiff School of Engineering – Action Plan

2.5	Improve visibility of female academic staff at outreach events	Outreach activities are credited in the Workload Model and is considered an essential element of an academic's role for promotion	Well organised outreach activities that are planned in advance in order to enable female academics to manage their commitments to allow them to be involved in open days		Admissions team Postgraduate Research Tutors Admissions Tutors Female academic staff	On-going	Dec 2012	Increase female application numbers across all disciplines
2.6	Extend the membership of the Cardiff Women Engineering Researcher's Network to include undergraduate female students	Female undergraduate students are already being engaged with the network	Invite undergraduate students to become members of the network		Women Engineer's Research network / staff members	Summer 2013		Generate and share details of best practice and encourage UK wide networks for Women Engineering student groups
3	**Key transition points: Staff, Recruitment and Appointments**							
3.1	Undertake an Equality impact assessment of the School's recruitment process	Contact made with the University's Equality and Diversity Manager for advice and assistance	Impact assess the School's recruitment process		Staff Office Equality and Diversity Manager Reporting results to Equality and Diversity Committee and Staff Executive Committee		2013 once current recruitment data has been reviewed	Assurance that the process is transparent and fair. Improved female application and success rates

Cardiff School of Engineering – Action Plan

3.2	Development of the School's website as an attraction tool	School has committed a budget to develop the website. Initial site map and designs have been produced. Initial discussions have taken place.	Content to be developed		Equality and Diversity Committee Staff Executive Committee HR Officer Publicity and Marketing Manager	6 months with on-going updates	Initial development by Dec 2013	Raise profile of female staff within the School and improve female application rates
3.3	Review advertising strategy and identify non-traditional advertising methods		Discuss advertising practices with Central HR, the University's advertising agency and research office		HR Officer Staff Executive Committee	6 months	Spring 2013	To improve female application rates for research and academic positions
3.4	Identify and personally invite females from relevant backgrounds to apply for research and academic posts once advertised	Discussions have begun with recruiters	Develop the School's internal recruitment process to include this element		Staff Office Recruiters	On-going	Winter 2012	To raise the profile of gender equality amongst recruiters Increase the level of female applications which will lead to an increase in female staff numbers

3.5	Call for female staff to attend Chairing appointing panels / Recruitment and selection training to ensure gender equality on panels wherever possible		Invitation email to female staff to ask them to attend recruitment and selection training		Staff Office	6 months	Jan 2013	To attempt to achieve gender representation on appointing panels
4	**Key transition points: Promotions, Career Advice and Support**							
4.1	Confidence building workshops for female academics and researchers	Pilot session took place in 2010.	Due to success of pilot, a session will take place within the School every 3 years. Initial discussions with Organisational Development have taken place		HR Officer Staff Development	Every 3 years thereafter	Summer 2013	Session 2 will have taken place by November 2013.
4.2	Annual promotions workshops for all staff with one sessions specifically for female staff	Last workshop took place in August 2011 however this was too close to the promotion application deadline of October.	Next session to take place earlier in the year to allow staff sufficient time to prepare their applications in time for Oct deadline.		HR Officer Staff Office Organisational Development	01/01/13 – 30/04/13 and annual thereafter	Sprint 2013	Annual programme in place by April 2013.

Cardiff School of Engineering – Action Plan

4.3	Appraisal refresher training for line managers	These workshops are held in advance of the start of the appraisal cycle in May	To continue with these annual sessions and develop further to provide line managers with training on dealing gender equality issues		University's Organisational Development Staff Office HR Officer Head of School	Annually	May 2013	100% appraisal completion rate More effective, career focused appraisals
4.4	Review staff mentoring process to ensure it is fit for purpose		To review the current process of allocating mentors and undertake quantitative research to investigate whether the process is an effective tool in aiding new staff to become embedded in the School's culture		Staff Executive Committee Deputy Director (Staff) Staff Office: HR Officer University's Organisational Development	Actions resulting from review to be considered and taken forward in 2014	Winter 2013	Effective integration of new staff into School life Improved career development of all staff

| 4.5 | Organise a Career Development event for research students and staff | Discussions have taken place with the University's Organisational Development team | To develop training workshops (with a female only session) focused around career development for research students and staff. | | University's Organisational Development

Director of Postgraduate Research

Deputy Director (Staff)

HR Officer

Research Office | If considered a success by attendees, the School will look to develop an annual Research Career Development event | Autumn 2013 | To provide a clear career development structure for Research students and staff

To improve the numbers of female undergraduate students taking up PGR

To improve the numbers of research staff taking up academic appointments (in particular female staff) |
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| **5** | **Culture, Communications and Departmental Organization** | | | | | | | |

Cardiff School of Engineering – Action Plan

5.1	Review gender representation of committee membership annually	Committee membership reviewed annually at the beginning of each academic session however some committees have no female representation.			Committee Chair		Annually at first Committee meeting of the academic session	To ensure female participation at Committee level To maintain or improve academic female participation on committees To ensure that level of female participation is in line with the School's m:f gender split.
5.2	Review the process of selecting committee members and consider whether there is a more suitable selection process		To consider the current allocation of Committee duties and review whether this has a detrimental impact on the ability for female academic staff to get involved in decision making committees		Athena Swan executive group School Board	Implement any required changes for 2014 academic session	Autumn 2013	To maintain or improve academic female participation on committees To ensure that level of female participation is in line with the School's m:f gender split.

5.3	Develop further the School's Workload Model to bring in line with the University's Workload Model Framework	Current workload model used for 2011/2012 Discussions with Research Administrator and Academic administrator have taken place in order to consider future data Requirements	Build on the existing workload model to bring in line with the University framework.		Deputy Director (Staff) HR Officer Research Administrator Academic Administrator	Revised workload model to be implemented for academic year 2013/2014	August 2012	A fair allocation of duties across the areas of Teaching, Research, Outreach and Administration
5.4	Distribute the HE STEM Gender Equality Culture Survey	HE STEM Gender Equality Culture Survey is available to the School for distribution	Distribute to all staff Ensure a response level of 70%		Lead by Head of School / Deputy Director (Staff) Administered by Staff Office	Collation and review of data by Winter 2013	Summer 2013	To re-assess the gender equality awareness of School staff in light of the work already undertaken in the last few years
5.5	Develop an Athena Swan annual calendar of events to include awareness sessions focusing on work life balance, career development events for female research and academic staff and general Athena Swan communications		Plan an annual calendar of events for students and staff which are advertised at the beginning of each academic year		Coordinated by the Athena Swan Self-assessment team	Events will be on-going throughout 2013 The annual calendar of events for 2013 / 2014 will be published in August 2013	Spring 2013	Improved gender equality awareness across the School Improvement in School reputation as a good place to work

Cardiff School of Engineering – Action Plan

5.6	All existing and new staff to undertake the online equality and diversity training; all line managers to attend a mandatory Equality and Diversity training session which incorporates gender equality	85% of relevant staff members have attended the mandatory line managers training.	Follow up on those yet to attend. Develop the probation and appraisal process to initiate training and monitor the completion rates		Deputy Director (Staff) Staff Office University's Organisational Development team	All current staff to have attended training by Summer 2013. On-going objective for new staff	Spring 2012	To ensure that all staff undertake gender equality training in order to improve the working environment within the School. Improved staff survey results in this area
5.7	Improve promotion of Equality and Diversity policies as well as Work life balance policies by developing specific webpages of the new School website	Information already promoted via the School's induction, and at staff meetings	Linked to AP 3.2 Improve the website to have staff specific pages covering Athena Swan principles, work life balance policies, Equality and Diversity		Athena Swan self-assessment team Publicity and Marketing team IT Manager		Development to start March 2013	To publicise the positive work of the School Improve female application rates across UG / PG programmes as well as staff numbers
6	**Career breaks/flexible working**							

Cardiff School of Engineering – Action Plan

6.1	Advertise parental leave, return to work and flexible working policies widely	Work life balance policies promoted at School and University induction.	Include link from School website to HR policies (linked to AP 3.2 & 5.7) To develop brief guidance notes outlining support available to be distributed across the School		Athena Swan self-assessment team HR Officer	Publicity to be distributed to all staff by April 2013	Website – March 2013 Publicity materials – January 2013	To promote the School as a flexible employer To improve the level of flexible working request To develop a committed flexible workforce
6.2	Advertise policy of reduced teaching load following a return from long term absence including maternity leave	Policy is sent to all academic staff along with individual workload models	Confirm return to work arrangements with female academics prior to them taking maternity leave		Deputy Director (Staff) Deputy Director (Teaching)	On-going	December 2012	Re-establish research on return from long term absence before taking on a full teaching load
6.3	Consider feedback received from the maternity questionnaire		Feedback to be taken to School Board, Teaching Executive Committee, Equality and Diversity Committee, Staff Executive Committee for discussion		Deputy Director (Staff)	6 months	January 2013	Successful implementation of recommendation