

## Action Plan for Champion

PCP = Previous Champion Plan; NCP = New Champion Plan Legend: **Green = complete**; **Orange = ongoing**; **Blue = future plan**; **Red = failed and replaced**.

<b>Principle 1: A robust organisational framework to deliver equality of opportunity and reward</b>					
<b>Aim</b>	<b>Action taken prior to 2016 submission including actions from our Practitioner Action Plan.</b>	<b>Action taken 2016/2017 including actions from our initial Champion Action Plan</b>	<b>Action for 2017-2020</b>	<b>Responsibility</b>	<b>Success measure and timescale</b>
<b>1.1 Establish organisational framework</b>					
1.1.1 Evidence of senior management commitment	DEC created.  HoD becomes a DEC member.	HoD is listed as a member of DEC in terms of reference for DEC. HoS are given increased E&D involvement and responsibilities.	Plan for handover to new HoD. Ensure continuation of good practice.	Chair DEC, HoD, HoS	New HoD a member of DEC.  Summer 2019
1.1.2 Effective consultation	Reporting from DEC added to the agenda of the BOS.	Full terms of reference and membership lists produced for DEC. E&D items added to agenda of other sub-committees of BOS.  JUNO working group created, alongside UG, PG and PDRA groups.	Ongoing monitoring	Chair DEC, HoD	
1.1.3 Clear Accountability for implementation and resource allocated	Work load credit given to members of DEC.	Resource assigned to Chair of DEC and JUNO working group for producing accreditation documentation.  PCP2: Support student-led	NCP1.1 Assign credit for time spent on policy implementation and accreditation activities in the current year.	Chair DEC and Director Education	Credit agreed in advance of workload publishing.  Summer 2017 onwards

		E&D and provide funds and resources for student events.	Budget for funding student activities agreed with HoD at £1000.		Budget sufficient to cover annual events and sending students to conferences agreed.  Summer 2017
<b>1.2 Monitoring and evidence base</b>					
1.2.1. Monitor over time, quantitative data by gender: <ul style="list-style-type: none"> <li>All student admissions and performance</li> <li>All staff applications, shortlists, appointment and promotion, looking at the proportion of women at each stage</li> </ul>	All data collected and analysed.	Add professional support and technical staff data and analysis  Include shortlisting data in HR data for fixed term research staff.	NCP1.2: investigate time to completion for male and female PhD. students	Chair DEC, PG Admissions.	Data presented to DEC in Oct 2017
1.2.2. Obtain qualitative data from staff	Staff survey run twice in 2013 and 2015	Staff survey run in 2016, with additional questions about core business hours.	NCP1.3: create targeted surveys for students and PDRA's. Use an external survey engine to increase trust. Encourage higher returns by involving line managers in distribution.	Chair DEC, PDRA Reps, Post Grad Reps.	Deployment of interim PDRA and student survey  Response rates of 80 % in all demographics.  June 2019
1.2.3. Identify any discrepancies in gender representation and/or progression and identify factors that	Gap in gender based undergraduate attainment uncovered.	PCP1: Establish the causes of gender gap in students taking BSc and Mphys	NCP 1.4: hold workshop events to help demystify the	DEC, HoD	Increase to 90% in the agreement of

might be causing them		degrees	promotions process, discuss changes at BoS		women that they understand promotion.  Ongoing. June 2018.
1.2.4. Identifying any discrepancies in representation in other areas of diversity.			NCP1.5: Identify areas in which other diversity issues can be investigated, extend monitoring where possible and implement interventions that arise.	DEC	Data collection ethics investigated. Changes to recording made Oct 2018  Appropriate data collected and presented Oct 2019  Actions implemented. 2020
<b>Principle 2: Appointment and selection processes and procedures that encourage men and women to apply for academic posts at all levels</b>					
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<b>2.1 Ensure that processes and procedures are fully inclusive</b>					
2.1.1. Ensure career breaks are taken into consideration	University policy in place to ensure career breaks are taken into account.	PCP3: Ensure that University policy that career breaks are taken into account in appointments	Ongoing monitoring of training, publishing of positive case studies.	Chair DEC, HR contact	Ongoing

2.1.2. Gender awareness included in training for all staff who interview	Organise training sessions with HR on unconscious bias. UCAS training given for admissions.	PCP4: Improve level and uptake of D&E training in appointments and promotions.  PCP5: Review the appointment practice of postdocs in all research groups regarding shortlisting.	NCP2.0: Ongoing monitoring of training and extend to postgraduate recruitment.	Chair DEC, HR contact	All postgraduate recruiters trained. Oct 2017.
2.1.3. Provide induction for all new staff, including research assistants, on appointment	Developing welcome pack for incoming staff. All new staff assigned a mentor on arrival.	PCP7: Ensure there is a uniform induction process for new members of all sections  PCP8: Establish PDRA forum in each research group; provide resources to improve PDRA collaboration	NCP2.1: Grow influence of PDRA D&E group, to include a member from each section.	PDRA DEC members and Chair DEC	PDRA forum functioning from Oct 2017.  First actions forwarded by Oct 2018.
<b>2.2. Take positive action to encourage under-represented groups to apply for jobs</b>					
2.2.1. Monitor applications, shortlists and appointments, looking at the proportion of women (internal and external) at each stage	Monitoring done and analysis shows female applicant rate is the significant issue.	PCP9: Improve data collection related to PDRA appointments; Monitor gender balance of shortlisting  PCP12: Improve PhD student gender ratios in research sections.	NCP2.2: Investigate getting applicant number and gender break down prior and post recruitment round closing from HR.  Work with HR to develop functional shortlisting processes.  NCP2.3: Improve data	Chair DEC, HR contact    Chair DEC,	Improved data from HR both before and after processes close.  Reduction in small shortlists. November 2019  Initial decision

			recording and offer turn-around times in PhD student recruitment	Post-grad Admin & Section Post-grad reps	time reduced to 1 month average. Recording of eligibility for competitive places, a minimum of 20% women at PhD in all sections  Reporting in place for Oct 2017. Reduced times evident by April 2019.
2.2.2. Identify any discrepancies and investigate why this might be the case, taking action as necessary	Applicant rate is identified as an issue. Staff encouraged to make every effort to expand applicant pools via advertising.	PCP10: Ensure that University standard wording is used in all job adverts	PCP11: Collate evidence of external contacts to encourage applications; Create database to log data. Increase use of videos showcasing diversity.  NCP2.4: Monitor activities and influence of transition team interventions and offer grade on undergrad acceptances	DEC, HoS  Chair DEC	20% female applicants June 2018 25% by 2020  Reports for 2.4,2.5 & 2.6 submitted to Oct/Jan DEC meetings 2018/2019

			<p>NCP2.5: Liaise with other physics departments and the IOP to prepare for the impact of A-level changes</p> <p>NCP2.6: Liaise with 'Non-traditional backgrounds' research team, engage with curriculum change</p> <p>NCP2.7: Work with HR to reduce emphasis on exclusionary language in adverts.</p>		<p>New policy in place at departmental level . Oct 2018</p> <p>At University level Oct 2019</p>
2.2.3 Improving applicant rates through schools outreach	Running science ambassadors scheme with PhD students, 'Physicist of the year' programme, girls only outreach events. Putting female physicist role models into schools via taught 3 <sup>rd</sup> year module.	Developing Primary Partnerships, extending Ambassador scheme to A-level student mentors.	<p>NCP2.8: Add gender awareness training and resources to Physics into Schools module.</p> <p>NCP2.9: Commit summer student resource to generating</p>	<p>Chair DEC, outreach coordinator.</p> <p>Chair DEC, outreach coordinator</p>	<p>Material available and taught. Oct 2017</p> <p>Studentships and training available in</p>

			'outreach in a box' resources and provide general outreach training.		summer 2018.  Increased diversity of outreach participants by Summer 2019.
<b>Principle 3: Departmental structures and systems which support and encourage the career progression and promotion of all staff and enable men and women to progress and continue in their careers</b>					
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<b>3.1.Transparent appraisal and development</b>					
3.1.1. Appraise all staff, including researchers and PDRAs	All staff including PDRAs have yearly review.	PCP13: Investigate deriving aggregate data from Annual Staff Reviews; continue to monitor ASR responses. HoD reviewing all ASRs.	NCP3.0: Electronic submission of ADRs. Monthly reports on ADR uptake to HoS.	Director Operations	90% uptake of ADR.  April 2018.
3.1.2. Mentoring scheme in place with training and guidance available for both mentors and mentees	All staff assigned a mentor in arrival, with academic staff additionally assigned a teaching mentor.	PCP14: Re-invigorate mentoring of staff at all levels; Establish full mentoring scheme.  PCP15: Improve training levels on Mentoring; Widen the mentor pool	NCP3.1: Review effectiveness of new mentoring scheme.	Mentoring coordinator	Report to BoS One grade increase in Survey response for mentoring. Summer 2017
3.1.3. Ensure all staff, including PDRAs, have access to impartial	All PDRAs are assigned a mentor on arrival.	PCP16: Improve monitoring of uptake of careers advice;	NCP3.2: Offer PDRAs a pastoral contact	PDRAs DEC members	Scheme starting

career guidance	All PDRAs have access to University career development courses.	Liaise with PDRA DEC group to produce useful careers events.	outside their section.		Summer 2018.
<b>3.2.Transparent promotion processes and procedures</b>					
3.2.1. Ensure promotions process is transparent and fair to all staff at all levels, including those who have had a career break	PCP18: Change format of departmental promotions meeting; provide more information on promotion process [2]	PCP19: Improve support for applicants preparing for promotion; improve advice from mentoring [3]  PCP6: Support Teaching Fellows to achieve promotion: Mentoring of Teaching Fellows	NCP3.3: Hold question and answer lunch session targeted at Lecturers; discuss Section by Section issues with HoS. Introduce new scheme through regular BOS updates	Chair DEC, HoD	Sessions held, increase to 90% positive survey responses from lecturers.  Ongoing.
3.2.2. Ensure all staff are aware of promotion criteria and process and the support available to them throughout the process	University training courses on promotion process are available.	PCP17: Ensure that University Policy on career breaks and promotion are clear to all staff; improve webpages	NCP3.4: Complete promotions data capture by including people's opinions on rejection and feedback in the internal promotions round. Look for discrepancies by gender.	DEC academic members and HoD	80% of staff agreeing to Survey question on understanding promotion Summer 2019
3.2.3. Take steps to identify and encourage potential candidates for promotion		HoD actively monitoring all staff and contact those who have not recently applied for promotion.	NCP3.5: HoD to actively monitor all staff eligible for promotion.	HoD	All eligible staff being considered for promotion each



					year. Summer 2018
<b>Principle 4: Departmental organisation, structure, management arrangements and culture that are open, inclusive and transparent and encourage the participation of all staff</b>					
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<b>4.1.Promote an inclusive culture</b>					
4.1.1. Ensure departmental processes, procedures and practices are fully inclusive	<p>Staff views collated and policy on female members on committees and interview panels reviewed.</p> <p>Students asked to indicate if they experience discrimination on module questionnaires.</p>	<p>PCP20: Ensure department expectation of staff behaviour is prominent on Webpages; Clearer departmental statement</p> <p>PCP30 Ensuring women are considered for committee chair positions, consider at least one woman for all chairs</p>	<p>NCP4.1: Interview senior women to discover why they do not put themselves forward for HoS. Recommend changes to credit and job sharing.</p> <p>NCP4.2: Observe students in various learning settings to monitor engagement by gender</p>	<p>Chair DEC, Director of Education.</p> <p>Chair DEC, Director of Education.</p>	<p>Report to DEC, actions taken. Increase in women applying for HoS.</p> <p>Summer 2019.</p> <p>Report to DEC and changes to training programme.</p> <p>Summer 2018</p>
4.1.2. Gender awareness included in the training for all staff and demonstrators	All PG demonstrators receive training.	<p>PCP21: Include a diversity and equality training element in staff induction process; Run more E&amp;D training though the year</p> <p>NCP4.3: Hold E&amp;D training sessions for PhD students</p>	NCP4.4: Implement policy to ensure PDRAs have unconscious bias training before contributing to the teaching programme	Chair DEC, Director of Education.	<p>Training completed by all PDRAs in teaching programme.</p> <p>Summer 2017</p>

		who have no training, and training sessions for PDRAs and technical staff.			
4.1.3. Promote inclusive social activities and other opportunities for mutual support and interaction	Two family friendly annual departmental events held. All sections holding a range of social events.	PCP22: Hold a wider range of social events and include family in them where possible; widen range of events.  NCP4.5 :Introduce an anonymous suggestions box.	NCP4.6 :Train listeners and Introduce a departmental listener scheme.	Chair DEC.	Scheme running Summer 2017  Scheme evaluated. Summer 2018
4.1.4. Use positive, inclusive images in both internal and external communications	Efforts made to achieve gender representation at open days.  Holding annual departmental international women's day events.	Monitoring of website, to ensure representation.  Use of posters featuring female physicist around the department.  Launching 'The Florence Nightingale Prize for Graphical Excellence' for undergraduates.	NCP4.7: Monitoring of website, new Twitter and Instagram accounts, profile pieces showcasing diversity.	DEC.	Positive diversity shown in departmental communications  Ongoing.
4.1.5. Encourage and support female seminar speakers	Begin collating data on speakers.	PCP24: Improve gender balance of seminar speakers at departmental and section level; Clearer guidance to seminar organisers	NCP4.8 : Extend monitoring to workshops and conferences organised in the department. Produce resource for workshop/conference organisers.	DEC, HoS.	Having a minimum of 25% women seminar speakers.  Reporting from event organisers to DEC.

					Summer 2018
4.1.6 Ensure the REF process is run inclusively and fairly.	Criteria based process implemented for determining staff for submission.		NCP4.9: Monitor the results of internal peer assessment of outputs for indications of bias.	Director Research, Chair DEC.	Ongoing throughout REF process.  Reports to DEC after each round.
<b>4.2.Transparent work allocation model</b>					
4.2.1. Recognise the full range of types of contribution and departmental role, including administration, welfare and outreach activities	Publically available Workload model recognises teaching, admin, community service and outreach activities.	Model updated to include credit for collating and analysing data and producing accreditation documentation.	NCP4.10: Ensure that all roles available in the workload model have associated role descriptions available, including HoS.  Addition of contextual information about roles.  NCP4.11: Request HoS to return a list of section duties and approximate hours spent for all activities not in the workload model.	All staff, Director Education.  Chair DEC, HoS.	All descriptions available on DUO.  Summer 2018  Report to Oct 2017 DEC meeting.
4.2.2. Ensure all staff are aware of the criteria used to develop the model and that the allocation is transparent	Model is publically visible, discussion of changes to credit are held in BoS meetings.	Ongoing monitoring of work load model.			
<b>Principle 5. Flexible approaches and provisions that enable individuals, at all career and life stages, to optimise their contribution to their</b>					

department, institution and to SET					
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<b>5.1.Support and promote flexible working practices</b>					
5.1.1. Clear support from Head of Department for flexible and part-time working	HoD encourages and approves applications for flexible and part time work.	NCP5.1: post positive case studies in the D&E website area.	NCP5.2: Change hiring round procedure to require a decision be made on highlighting jobs as available for part time work.	Chair DEC Director of Operations	Change to policy Summer 2018
			NCP5.3: Complete at least 90% of departmental business inside the hours 10:00 till 15:00.	HoD, HoS, Chairs of Committees	90% of departmental business done in these hours. Summer 2018
			NCP 5.4: Consult with University on extending part-time trial period and a mechanism to allow planned return to full-time work.	Chair of DEC, HoD	University level policy by Summer 2020
5.1.2. Consistently applied policy on part-time and flexible working	HoD applies University policy to consider all applications for flexible and part time work.	PCP27: Ensuring the University policy on flexible working is clearly included in webpages and induction materials	NCP5.5: Identify admin and teaching roles that might disadvantage part-time workers and	Director of Education	Annotation of the work load model

			annotate the workload model.		
5.1.3. Promote the benefits of flexible working for both men and women, particularly for those with caring responsibilities	HoD supports and promotes University policy.	PCP26: Collate information on who takes up the option for flexible working; Run focus group for new parents  NCP5.4: Consultation and dissemination on reasonable requests for supervision times and work hours.	NCP 5.6: Discover and challenge the underpinning reasons for negative beliefs around work life balance, part time work and career progression. Run a series of surveys and focus groups covering all areas and levels of departmental work.	DEC	Data gathering. June 2018  Analysis and actions. Oct 2019.  20% Improvement in survey score for part time question. Reduction in comments complaining about working outside of hours.  June 2020.
5.1.4. Explicit support for those returning from career breaks or maternity leave	Review the level of teaching duties for those returning from flexible working; offer lower teaching load to those taking long breaks	Publish examples of reductions in work load previously granted on website.  University provides one term research leave to parents returning after at least 26 weeks leave.	NCP5.8 Develop a formal departmental policy to enhance University policy.	HoD, Director Education, Chair DEC	Policy in place. Oct 2017.
5.1.5. Encourage take up of paternity and other caring leave	University policy moves to a shared parental leave	Publicise University policy on website.	NCP5.7 Publicise University policy in	HoD, HoS	New data collected.

	policy.		BoS. Host coffee morning. Add survey question to ask if staff are aware of the policy.		June 2019.
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Notes: [1] The date on this has changed due to a delay in implementation at the HR level. [2],[3] The measures of success have been updated to reflect the likely outcomes of the action. [4] This replaces PCP29 as the success measure was inappropriate due to their only being 4 non-professorial female members of academic staff [5] Measure of success modified as training levels can be monitored directly without reference to the survey. [6] Measure of success modified as we do not yet know if an increase in flexible working would be desirable until the data are known.