

## CSC/ICS Athena SWAN Action Plan

### 1. Baseline Data and Supporting Evidence

No.	Description of Action	Action taken already & outcome at April 2014	Further Action Planned from April 2014	Responsibility	Start Date & Time Scale	Success Measures
1.0	<b>Student and Employee Cohort Data:</b> Review gender balance of data of applicants, appointees and progression.	Data reviewed Feb 2014.	<ul style="list-style-type: none"> <li>Identify any key gaps in data &amp; plan data collection &amp; keep under annual review.</li> <li>Take remedial action if any gender imbalance is identified, including escalate to Director.</li> <li>Publish Data on the intranet.</li> </ul>	SAT Chair Dr Christian Speck & Head of HR Dr Sharon Citrone.	May 2014 agree any data gaps to be closed. Data on Intranet Sept 2014. Review 2015 and 2016.	Improved data quality able to identify gender imbalances & on-going parity between genders.
1.1	<b>Promotions and Awards Data:</b> Review gender balance data for applying & attaining tenure, promotions and awards.	Data reviewed Feb 2014.	<ul style="list-style-type: none"> <li>Identify any key gaps in data &amp; plan data collection &amp; keep under annual review.</li> <li>Take remedial action if any gender imbalance is identified, including escalate to Director.</li> <li>Publish Data on the intranet.</li> </ul>	SAT Chair Dr Christian Speck & Head of HR Dr Sharon Citrone.	May 2014 agree any data gaps to be closed.  Data on Intranet Sept 2014.  Review May 2015 & 2016.	Improved data quality able to identify gender imbalances.  On-going parity between genders.
1.2	<b>Group and Committee Membership:</b> Monitor gender balance of members of key decision-making, support & communication groups.	Data reviewed Feb 2014.	<ul style="list-style-type: none"> <li>Record gender balance data of those representing CSC/ICS internally &amp; externally at meetings and groups.</li> <li>Publish membership data on intranet.</li> <li>Review annually.</li> </ul>	SAT Chair Dr Christian Speck & Head of HR Dr Sharon Citrone.	Publish on intranet July 2014.  Review July 2015 and 2016.	Improved data quality able to identify gender imbalances.  Parity between genders on groups & committees.
1.3	<b>Exit Interviews:</b> Implement exit interviews for all employees.	Pilot exit questionnaire implemented in Nov 2013	<ul style="list-style-type: none"> <li>Refine the questionnaire based on the pilot experience &amp; include Athena SWAN specific questions, including 'Next Destination'.</li> <li>Collate key or recurring themes for improvement and report to SAT on a 6 monthly basis to promote</li> </ul>	Head of HR Dr Sharon Citrone	June 2014 launch new questionnaire.  Dec 2014 report	100% take up of Exit Interviews for employees who leave.  Record of outputs with

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			<p>discussion of remedial actions and improvements.</p> <ul style="list-style-type: none"> <li>• Review initiative and impact annually.</li> </ul>		<p>themes to SAT. Review June 2015 and 2016.</p>	<p>identifiable themes for improvements &amp; actions taken.</p>
1.4	<p><b>MRC “Speak UP” employee survey</b> Analyse results by gender.</p>	<p>MRC Survey run in Oct 2013.</p>	<ul style="list-style-type: none"> <li>• Review gender analysis of results and identify any Athena SWAN related themes for action.</li> <li>• Correlate with local Athena SWAN survey and Focus Groups to identify actions that would better support women in science.</li> <li>• Identify any areas of good practice &amp; employee satisfaction and publish.</li> <li>• Incorporate into Athena SWAN focus groups to obtain feedback on impact of actions taken.</li> </ul>	<p>Local ‘Speak UP’ Survey Working Group, chaired by Gabriela Ahmadi-Assalemi.</p>	<p>Analyse results in May 2014 &amp; agree Action Plan. Publish progress on actions Oct 2014 on website/noticeboard.</p>	<p>Identifiable actions for improvements &amp; areas of good practice to celebrate.</p>
1.5	<p><b>Athena SWAN Survey</b> Design and implement a follow-up Athena SWAN survey.</p>	<p>Designed &amp; implemented an Athena SWAN survey in Nov 2013 for employees, students &amp; recent leavers. Analysed results by gender &amp; role &amp; developed actions.</p>	<ul style="list-style-type: none"> <li>• Run updated survey annually with key questions to assess impact of actions taken to date and areas for further improvements.</li> <li>• Use survey results to inform Focus Groups.</li> </ul>	<p>SAT Chair Dr Christian Speck.</p>	<p>August 2014: Design new survey.  Sept 2014: Open survey.  Oct 2014: Analyse results.  Repeat survey in 2015 &amp; 2016.</p>	<p>Response Rate increased from 41% in 2013 to 50% in 2014.  Improved results in 2014 in areas that have been targeted by the Action Plan.</p>
1.6	<p><b>Athena SWAN Focus Groups</b> Plan and implement new Focus Groups.</p>	<p>Implemented Athena SWAN Focus Groups in Dec 2013.</p>	<ul style="list-style-type: none"> <li>• Rerun Focus Groups annually to analyse progress on the Action Plan and identify common themes for improvements.</li> <li>• Review report and use to inform actions of Working Groups.</li> <li>• Monitor Action Plan and progress of the actions against the Faculty of Medicine Action Plan.</li> </ul>	<p>Head of HR Dr Sharon Citrone &amp; SAT Chair Dr Christian Speck</p>	<p>Nov 2014 run Focus Groups.  Dec 2014 review report.</p>	<p>20% increase in participation in Focus Groups.  Detail gathered from Focus Groups enhances or clarifies feedback provided in survey.</p>

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### 2. PhD Students

2.0	<p><b>Postgraduate Training Advisory Group (PTAG):</b> Clarify the role of PTAG and publicise the support available to students.</p>	<p>PTAG is a long established advisory group to support the training, welfare and governance of the PhD programme.</p>	<ul style="list-style-type: none"> <li>Publicise PTAG membership, Terms of Reference and remit of PTAG</li> <li>Include PTAG information in employee &amp; student induction and ensure the Student Handbook is available to students &amp; supervisors.</li> <li>Develop &amp; publish a FAQ to outline what PTAG can help with &amp; how to access support.</li> <li>Monitor support requests by gender</li> <li>Develop the PTAG webpage on the intranet.</li> <li>Annually review progress.</li> </ul>	<p>PTAG chaired by Professor Anne Soutar, Director of Postgraduate Studies</p>	<p>Publish Information in June 2014 by email.</p> <p>FAQ published Oct 2014.</p> <p>Launch PTAG webpage May 2015.</p> <p>Review Aug 2015 &amp; 2016.</p>	<p>Athena SWAN survey shows 100% of students and supervisors are aware of PTAG.</p> <p>Focus Groups show that information about PTAG is effective and students feel comfortable accessing PTAG support.</p>
2.1	<p><b>Student Committee:</b> Strengthen organisational support and encouragement for student activities that build the community spirit.</p>	<p>The student committee is long established &amp; is supported by informal access to budgets.</p>	<ul style="list-style-type: none"> <li>Agreed annual budget for activities &amp; identify a named Administration representative for event funding &amp; guidance with planning &amp; catering.</li> <li>Formalise succession planning by having annual recruitment of new members from each intake year.</li> <li>Formalise with TOR and monitor gender balance of committee.</li> <li>Agree a term in advance a minimum annual programme of 2 career/social events per academic term and encourage more <i>ad hoc</i> events.</li> <li>Encourage working in concert with the Postdoc Committee by having mutual 'Liaison' officers who sit on each committee.</li> <li>Provide support to develop an intranet presence.</li> </ul>	<p>PTAG chaired by Professor Anne Soutar, Director of Postgraduate Studies &amp; Student Committee &amp; Administration Rep.</p>	<p>April 2014 agree budget and rep.</p> <p>Recruit Sept 2014, 2015 &amp; 2016.</p> <p>Annually June, agree programme.</p> <p>Develop webpage May 2015 &amp; review May 2016.</p>	<p>Regular programme of 6 organised &amp; funded activities with high attendance.</p> <p>Continuity in leadership from planned succession.</p> <p>Improved &amp; regular liaison with the Admin Rep for support and close working with the Postdoc Committee.</p>

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2.2	<p><b>Student Assessment/ Review:</b> Consider why female PhD students report their experience of planned periodic assessment as less positive than male PhD students</p>		<ul style="list-style-type: none"> <li>• Run a separate male &amp; female Focus Group for students to explore their concerns about assessments, reasons for dissatisfaction and suggestions for improvements.</li> <li>• Review &amp; determine if there is equity of opportunity and provision of assessment/review &amp; support offered/available by gender and review the questions asked in the assessment &amp; review process</li> <li>• Modify the 3<sup>rd</sup> year review to involve a senior female scientist and have a stronger focus on 'career'.</li> </ul>	PTAG chaired by Professor Anne Soutar, Director of Postgraduate Studies & Student Committee	<p>May 2015 run Focus Groups</p> <p>Report to SAT Sept 2015.</p> <p>Implement improvements Oct 2015</p> <p>Repeat review by Focus Group Oct 2016.</p>	<p>Agreed actions for improvements to arrangements.</p> <p>Annual Athena SWAN 2015 &amp; 2016 survey shows 10% increase in positive experience by female students until parity is reached in 2017.</p>
2.3	<p><b>Student Support:</b> Design and implement a Postdoc 'Buddy' scheme for students to provide an avenue to access personal support &amp; a career review mechanism outside of the academic hierarchy. (Students already have mentors for science &amp; training.)</p>		<ul style="list-style-type: none"> <li>• Develop Guideline + FAQ to formally define the scheme but run it informally.</li> <li>• Provide training for Postdoc volunteers</li> <li>• Assign 'Buddies' &amp; develop a feedback mechanisms on benefits and challenges.</li> <li>• Agree exit process if 'Buddy' relationship is not working.</li> <li>• Agree support arrangements for Postdoc Buddies' cohort, including quarterly networking &amp; shared learning meetings.</li> <li>• Collate periodic targeted &amp; 'mirrored' feedback from students &amp; 'Buddies', including metrics on access levels &amp; reasons.</li> <li>• Keep records/metrics of scheme take-up, duration of relationship and feedback &amp; report annually to SAT for analysis and improvement suggestions.</li> <li>• Annual review of scheme by take-up metrics, feedback survey and Focus Groups, with annual reports &amp; recommendations to SAT.</li> </ul>	PTAG chaired by Professor Anne Soutar, Director of Postgraduate Studies & Student Committee supported by Head of HR Dr Sharon Citrone.	<p>Develop Guidelines &amp; FAQ Oct 2014</p> <p>Recruit &amp; train postdoc volunteers Feb 2015</p> <p>Implement May 2015</p> <p>Succession planning for postdoc 'Buddies' May 2015.</p> <p>Review May 2016 &amp; 2017</p>	<p>4 Postdoc 'Buddies' trained by April 2015.</p> <p>Mirrored feedback forms will measure satisfaction levels, improvement areas &amp; participant student experience.</p> <p>Metrics on access levels &amp; access reasons will indicate if more 'Buddies' should be recruited.</p>

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### 3. Key Career Transition Points, Appointments and Promotions

3.0	<b>Postdoc Scheme:</b> Review and redesign of the postdoc scheme to improve the pay & training arrangements.	In 2013 the CSC contributed to a review and redesign of the MRC postdoc scheme as influential stakeholders due to one third of our employees being postdocs.	<ul style="list-style-type: none"> <li>• Locally implement the new postdoc scheme once final NTU &amp; corporate approval received.</li> <li>• Develop training contract &amp; agree training progression metrics to be recorded.</li> <li>• Develop supporting briefings, paperwork pack for new and existing postdocs.</li> <li>• Develop the transition arrangements for existing postdoc's to move to the new scheme.</li> <li>• Strengthen the postdoc's understanding of personally 'owning' their careers and building a 'portable' career to support a successful transition to their next opportunity.</li> <li>• Review annually through training progression metrics, survey &amp; Focus Groups.</li> </ul>	Head of HR Dr Sharon Citrone & Professor Amanda Fisher Institute Director	Develop CSC implementation plan and supporting documents July 2014.  Implement Aug 2014  Review Aug 2015, 2016 & 2017	Survey shows increased overall satisfaction levels with the new arrangements.  7% increase in female postdocs receiving effective feedback.  10% increase in female postdocs feeling encouraged to undertake development activities.  Parity between female & male postdocs having career advancement strategies discussions.
3.1	<b>Programme Leader Track (PLT) Scheme:</b> Review and improvement of the Scheme.	In 2013 the Institute reviewed its PLT scheme.	<ul style="list-style-type: none"> <li>• Develop FAQ to explain the existing &amp; improved PLT arrangements and publish by email and on the intranet.</li> <li>• Implement changes to the mentoring and support provided by the scheme and review in effectiveness of changes in 12 months.</li> </ul>	PLT Review Working Group chaired by Head of HR	Implement May 2014  Review May 2015.	5% increase in senior female responders understanding how to advance their career.

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<p>3.2</p>	<p><b>Sponsors, Coaches and Mentors:</b> Review mentoring arrangements for scientific employees and understand why fewer women than men identify as having a mentor.</p>	<p>PhD students and Programme Leader Track's (PLT's) already have mentors.</p>	<ul style="list-style-type: none"> <li>• Research published evidence of the effectiveness / impact of having a sponsor /coach/mentor on supporting professionals in building self-belief, self-esteem, confidence and personal resilience.</li> <li>• Seek examples of good practice from other units in MRC and ICL and from Athena SWAN and consider perceptions of formal &amp; informal mentoring &amp; who can be viewed as a 'mentor'.</li> <li>• Undertake a scoping exercise to devise opportunities for female scientists to avail of a suitable &amp; effective sponsor, coach or mentor.</li> <li>• Identify 3-4 suitable and available GH's to mentor or act as 'sign posters' to Postdocs and Investigator Scientists for career advice and the Post Doc Development Centre.</li> <li>• Work in concert with the 'Postdoc Liaison reps'.</li> <li>• Develop outline 'Job Role' and provide training for mentors, 'Sign posters' and 'Validators', including Equality &amp; Diversity and Unconscious Bias.</li> <li>• Formalise recruitment &amp; succession planning when a mentor or 'sign posters' leaves.</li> <li>• Publicise the availability of the mentors, 'sign posters' and 'validators' and set up mentor /'sign poster' peer-support group as a supportive measure &amp; to share good practice.</li> <li>• Identify a 'Validator' for Lab Staff who will have a periodic diary slot to meet with Lab Staff periodically e.g. 1 morning every 1-2 months to discuss CV, progress and capture positive progress.</li> <li>• Monitor mentor programme usage by gender, grade &amp; support topics.</li> </ul>	<p>Mentoring Working Group Chair</p>	<p>Working group June 2014.</p> <p>Develop Job Role and Training Aug 2014.</p> <p>Launch training Oct 2014 &amp; implement for Postdocs Nov 2014 &amp; Lab Staff Aug 2015.</p> <p>Sept 2014 scoping exercise</p> <p>Review annually 2015 &amp; 2016, with reports and recommendations to SAT.</p>	<p>Aug 2014 have 4 trained 'sign posters'.</p> <p>Aug 2015 have 'validator' in place for lab staff.</p> <p>Continuity in mentoring from planned succession.</p> <p>'Validator' diary slots show 70% booking level.</p> <p>Survey shows overall increase of 15% in employees who have a mentor.</p> <p>10% increase in female employees who have a mentor.</p>
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3.3	<p><b>Continuing Personal &amp; Professional Development:</b> Explore why fewer women have or feel encouraged to undertake key development activities.</p>		<ul style="list-style-type: none"> <li>• Review reports of recorded CPD activity on MRC Oracle and ICL employee &amp; student records.</li> <li>• Ensure that opportunities are advertised &amp; communicated broadly by use of notice boards and email &amp; attendee selection is equitable</li> <li>• Identify Key CPD courses and activities, particularly for women and ensure group members have opportunity to participate.</li> <li>• Monitor CPD participation by gender and escalate any imbalance to the Institute Director.</li> <li>• Encourage CPD activity to be recorded on the annual appraisal forms.</li> <li>• Link with 'Sign posters' and 'Validators', and encourage them to champion CPD. (Ref. Action 3.02)</li> </ul>	CPD Working Group Chair	<p>Review data in May 2014.</p> <p>Review and report participation metrics and progress made May 2015</p>	<p>10% increase in female postdocs feeling encouraged to undertake development activities.</p> <p>10% increase in number of women undertaking key supportive courses.</p>
3.4	<p><b>Career Advancement Process and Strategies:</b> Improve women's understanding of the processes and how they can access support and take action to progress</p>		<ul style="list-style-type: none"> <li>• Clarify and communicate the career advancement processes. Develop a web page on the intranet to increase the availability of information on career topics, in particular how to progress at key points including from Junior Group Head to Senior Group Head.</li> <li>• Publicise on the intranet and on notice boards the support available and how it can assist and enable 'readiness' for progression.</li> <li>• Modify appraisal and assessment forms to include section to record discussion of advancement processes &amp; strategies.</li> <li>• At the launch of annual appraisal rounds, communicate by email with appraisers and appraisees that career advancement discussions are a key element of the meeting.</li> </ul>	CPD Working Group Chair	<p>Collate information Nov 2014</p> <p>Publish on noticeboards and the intranet Dec 2014 &amp; update quarterly.</p> <p>Communicate key messages for annual appraisal Jan 2015</p>	<p>Audit of annual appraisal forms for evidence of discussion.</p> <p>Monitor level of access to support measures available.</p> <p>10% increase in women reporting understanding of career advancement.</p> <p>Parity between female &amp; male scientists having career advancement strategies discussions.</p>

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3.5	<p><b>Recruitment of Group Heads:</b> Review the ability of the institute to appeal to and attract excellent female candidates.</p>	<p>The institute has used a number of strategies to recruit female Group Heads in the last 5 years, including recruiting at a lower level where there are greater numbers of women in the talent pool &amp; supporting their advancement.</p>	<ul style="list-style-type: none"> <li>• Improve the consistency in the management of the process &amp; time to hire to ensure that 100% of offers to female candidates are accepted.</li> <li>• Review the information provided about life and work at the institute and collate the positive work-life arrangements into a framework to illustrate how attractive our working arrangements are for female scientists.</li> <li>• Develop Applicant Guidance document to illustrate the process &amp; indicative timelines.</li> <li>• Add positive endorsement strapline to the job advert on supporting the potential in women scientists to excel.</li> <li>• Scope the potential for an earlier career award to support women pre-Career Development Award.</li> <li>• Add strapline to adverts and the Athena SWAN logo once achieved.</li> </ul>	<p>Professor Amanda Fisher Institute Director &amp; Head of HR Dr Sharon Citrone</p>	<p>May 2014 develop the Applicant Guidance documentation</p> <p>July 2014 Develop local framework of work-life arrangements</p> <p>Review progress May 2015 and 2016.</p>	<p>5% increase in the number of female applicants.</p> <p>Candidates better informed of the recruitment process &amp; shortened time to hire.</p>
3.6	<p><b>Postdoc Committee:</b> Reinvigorate and support the postdoc committee.</p>	<p>The postdoc committee is long established &amp; is supported by informal access to budgets.</p>	<ul style="list-style-type: none"> <li>• Agreed annual budget for activities &amp; identify a named Administration representative for event funding &amp; guidance with planning &amp; catering.</li> <li>• Formalise succession planning by having an annual recruitment of new members from new intake.</li> <li>• Agree to organise a term in advance a minimum programme of 10 social events per year and publicise.</li> <li>• Encourage working in concert with the Student Committee by having mutual 'Liaison' officers who sit on each committee.</li> <li>• HR support by providing an up to date Outlook email distribution list.</li> <li>• Formalise with TOR and monitor gender balance of committee.</li> <li>• Provide support to develop an intranet presence.</li> </ul>	<p>Social Networking Working Group Chair</p>	<p>April 2014 agree budget and Rep.</p> <p>Sept 2014, 2015 &amp; 2016 recruit to committee.</p> <p>June 2014 and annually agree programme</p> <p>Develop webpage May 2015 &amp; review</p>	<p>Regular programme of 10 organised &amp; funded activities with high attendance.</p> <p>Continuity in leadership from planned succession.</p> <p>Improved &amp; regular liaison with the Admin Rep for support and close working with the Student Committee.</p>

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### 4. Career Advice and Support

<p><b>4.0</b></p>	<p><b>Postdoc 'Liaison' Reps:</b> Provide 'Liaison' support for postdocs to understand differing needs of female and male postdocs.</p>		<ul style="list-style-type: none"> <li>• Identify female and male GH's to undertake role</li> <li>• Define remit of role:               <ul style="list-style-type: none"> <li>○ For when things go wrong</li> <li>○ Pastoral Role (Agony Aunt/Uncle)</li> <li>○ Raising Concerns</li> <li>○ Work in concert with the postdoc 'Sign posters'.</li> </ul> </li> <li>• Support for role:               <ul style="list-style-type: none"> <li>○ Induction/training</li> <li>○ Bank of resources/ information</li> </ul> </li> <li>• Publicise role to postdocs, along with remit and contact information</li> <li>• Liaison Reps meet quarterly for mutual support, sharing good practice, lessons learned and to seek advice.</li> </ul>	<p>SAT Lead &amp; HR representative &amp; Postdoc 'Liaison Reps'</p>	<p>Sept 2014: define role</p> <p>Nov 2014: identify and train GH's for the role</p> <p>Launch Jan 2015</p> <p>Report to SAT 2015 &amp; 2016.</p>	<p>4 Liaison Reps trained by Jan 2015.</p> <p>Informal feedback gathered by Liaison Reps indicate value of scheme.</p>
<p><b>4.1</b></p>	<p><b>Feedback:</b> Explore why fewer women report having received regular and helpful feedback and take action to ensure they receive timely and effective feedback.</p>		<ul style="list-style-type: none"> <li>• Convene focus groups to further clarify the varying perceptions and experiences of women and men regarding feedback.</li> <li>• Provide training in delivering effective, constructive and formative feedback to scientists, and incorporate Gender Diversity and Unconscious Bias awareness into the training.</li> <li>• Source suitable reference text book for new Group Heads</li> <li>• Promote the use of regular constructive feedback using               <ul style="list-style-type: none"> <li>○ Lab Meetings / Joint Lab Meetings</li> <li>○ 1:1's</li> <li>○ Team Meetings</li> <li>○ Assessments and Appraisals</li> </ul> </li> <li>• Develop web pages on the new intranet with supporting resources for employees, students and line managers on good practice in feedback.</li> </ul>	<p>Mentoring Working Group Chair</p>	<p>May 2015: Run focus groups.</p> <p>June 2015: launch intranet resource pages</p> <p>July 2016 &amp; 2017: Review impact of training by Focus Group.</p>	<p>100% of Group Heads to have received training by Dec 2015.</p> <p>7% increase in female postdocs receiving effective feedback.</p>

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4.2	<b>ICL Graduate School and Postdoc Development Centre:</b> Understand how the services can be used to support female scientists.		<ul style="list-style-type: none"> <li>• Review the service available &amp; how it supports women &amp; the uptake by gender.</li> <li>• Publicise the programmes available by email.</li> <li>• Emphasise the value of programmes that support independence and commission blogs/case studies from female scientists who have attended the courses to reflect how the development has specifically benefited them.</li> <li>• Communicate to Group Heads the signposting they can use to these services &amp; the benefits.</li> </ul>	CPD Working Group Chair	Oct 2014: publicity email monthly.  Jan to Dec 2015: Develop & publish case studies of female attendees.	100% of female junior Group Heads have completed core courses by Dec 2015.  Case studies of positive development experience for women.  10% increase in female postdocs feeling encouraged to undertake development activities.
4.3	<b>Careers Seminars:</b> Ensure careers related seminars on-site are gender balanced and balancing family and career is discussed.	Commenced Dec 2013, and to date there have been 2 events.	<ul style="list-style-type: none"> <li>• Monitor gender balance of speakers &amp; increase the number of Academic speakers.</li> <li>• Include Postdocs in the audience.</li> <li>• Ensure speakers are primed to discuss their personal experience of balancing family life with career advancement and the support they had.</li> <li>• Write-up mini biography for blog on intranet, with emphasis on work-life balance and what worked for the speaker.</li> </ul>	CPD Working Group Chair & Postdoc 'Liaison' Reps & Student Rep	Review Dec 2014	Gender balance of 50:50  Case Study of exemplar female careers and strategies they used.
4.4	<b>Mentors on Tour:</b> Invite speakers to present science and career talk with particular emphasis on what helps women advance their careers in science.		<ul style="list-style-type: none"> <li>• Invitation to lectures from Director – high level endorsement</li> <li>• Role Model visibility</li> <li>• Engage with seminar/visiting speaker in advance to have a section at the end of their talk on             <ul style="list-style-type: none"> <li>○ Their work/career</li> <li>○ Work Life Balance</li> <li>○ Confidence and Support</li> <li>○ What worked for them</li> </ul> </li> <li>• Case Study information published on intranet.</li> <li>• Postdocs to meet speaker</li> <li>• Informal atmosphere &amp; setting.</li> </ul>	Postdoc 'Liaison Reps' & the Social Networking Working Group Chair	Identify potential speakers May 2015.  Launch programme Sept 2015.  Review by Focus Group May 2016.	3 events per year, one per term, high attendance.  Beneficial tips and guidance for female scientists  Event valued by female scientists

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4.5	<p><b>Networking:</b> Understand why female scientists network less and feel less encouraged or supported to network or to represent the institute internally/externally.</p>		<ul style="list-style-type: none"> <li>• Run focus groups to understand the issues, including how more senior colleagues influence these perceptions, identified blocks and barriers to networking for women.</li> <li>• Consider how to support, encourage and facilitate greater internal &amp; external networking in our female scientist community.</li> <li>• Identify any events, meetings and activities that are scheduled outside of core hours and take action.</li> </ul>	Social Networking Working Group Chair	<p>Run Focus Groups Dec 2014.</p> <p>Review and report to SAT June 2015 and June 2016.</p>	<p>10% increase in women reporting that they have opportunities to network internally and externally.</p> <p>10% increase in women reporting that they feel supported by their supervisor or more senior colleagues in networking.</p>
4.6	<p><b>Encouragement &amp; support to attain Group Head:</b> Consider how best to support female scientists to see group head positions as realistic and attainable.</p>		<ul style="list-style-type: none"> <li>• Identify reasons why fewer female scientists report that their research experience at the CSC has encouraged them to be an independent Group Leader and develop a strategy to address this.</li> <li>• Identify Case Studies and the Key Themes or Critical Components that led to Group Head attainment for female &amp; male scientists.</li> <li>• Build up an information resource for post-docs to refer to.</li> <li>• Implement an information forum for post-docs and PLTs on career advancement</li> <li>• Intranet Forums and Workshops on Career issues.</li> </ul>	CPD Working Group Chair	<p>Oct 2015.</p> <p>Review May annually.</p>	<p>Next destinations show a gender balance of post-docs moving to independent positions.</p> <p>Increase in people reporting an understanding of the promotion/advancement process to 70%.</p> <p>Increase to at least 35% of women (parity with men) whose experience at the CSC encourages them to be an independent group leader.</p> <p>50:50 gender balance of Group Leaders.</p>

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### 5. Culture, Communications and Departmental Organisation

<p><b>5.0</b></p>	<p><b>Raise awareness about Athena SWAN:</b> Explain the Charter and how it supports the aims of the institute and aligns with our stated Equality and Diversity Strategy.</p>	<p>Survey November 2013</p> <p>Focus Groups December 2013</p>	<p><b>Raise awareness about Athena SWAN:</b></p> <ul style="list-style-type: none"> <li>• Web &amp; intranet pages Athena SWAN initiative:             <ul style="list-style-type: none"> <li>○ Athena SWAN Application &amp; Action Plan.</li> <li>○ Back-fill arrangements for maternity leave</li> <li>○ Childcare Vouchers</li> <li>○ Support for those returning to work</li> <li>○ “How I did it” &amp; “Career success” blogs</li> <li>○ Awards, funds &amp; resources for women &amp; grants to support female returners.</li> <li>○ Training &amp; Development and social events</li> <li>○ Link intranet page to on-line Induction Pack for new starters</li> </ul> </li> <li>• SAT act as envoys/ambassadors for Athena</li> <li>• “Women in Science” web page showcasing eminent female scientists.</li> <li>• Athena SWAN Notice Board with regular replenishment of information and actions.</li> <li>• Six-monthly e-letter briefings to the institute community about milestones and achievements with the Actions.</li> </ul>	<p>Communications Working Group, chaired by Dr Almut Caspary.</p>	<p>Oct 2014: Design and develop communication material</p> <p>Dec 2014: Launch web pages and notice board</p> <p>Publish e-letter briefings April and October annually.</p> <p>Review and report June 2015.</p>	<p>Focus Group reveals high level of Athena SWAN awareness.</p> <p>New question in Survey tests understanding of Athena SWAN charter principles &amp; how it supports the business of excellence in science.</p>
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## CSC/ICS Athena SWAN Action Plan

5.1	<p><b>Internal communications &amp; provision of information in the CSC/ICS:</b> Implement an internal communications plan, improve information provision and promote the identity and raise the profile of the CSC within the MRC.</p>		<ul style="list-style-type: none"> <li>• Review current internal upwards &amp; downwards communications including cascade from meetings, seminars, retreat, intranet and blogs.</li> <li>• Develop proactive communication plan and get signoff from Institute Director and Group Heads.</li> <li>• Who are we, what do we do &amp; what we are good at – clarify &amp; publish internally &amp; externally and showcase individual successes.</li> <li>• Collate intranet &amp; communications ‘needs requirements’ identified in the survey and Focus Groups.</li> <li>• Consider how to provide this ahead of the intranet development &amp; keep updated e.g.             <ul style="list-style-type: none"> <li>○ Packs, Booklets, Leaflets &amp; pamphlets</li> <li>○ Noticeboards &amp; Shared Drive dropboxes.</li> </ul> </li> <li>• Implement a regular Institute e-Newsletter – in addition to the existing institute Blog and develop a new Student Blog.</li> <li>• Arrange to have local Photo Walls of ‘Who’s who’ &amp; where they are based, located on each floor to include all staff and students. Replicate this on the intranet.</li> </ul>	<p>Communications Working Group, chaired by Dr Almut Caspary.</p>	<p>April 2015 develop Communication s Plan.</p> <p>June 2015 develop communications material.</p> <p>July 2015 implement local Photo Walls</p> <p>Sept 2015 Information on Intranet.</p> <p>Review and report April 2016 &amp; 2017.</p>	<p>5% increase in students &amp; employees who say they were adequately supported or signposted to access support options for their role. Parity between genders in reporting a strongly positive response to this question.</p> <p>Focus Group show women feel better supported by the availability of reliable information and have a greater knowledge and understanding of what is happening in the institute.</p>
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## CSC/ICS Athena SWAN Action Plan

<p><b>5.2</b></p>	<p><b>Social / Networking Events:</b> Increase the opportunities for socialising and networking on-site and ensure the events and their timing maximise female attendance.</p>		<ul style="list-style-type: none"> <li>• Institute Directors welcome 'reception' for all new people joining every 6 months.</li> <li>• Hold a focus group to engage with female scientists to find out what will work best for them &amp; gain their commitment to support social events.</li> <li>• Review current offer and consider new or revised events to attract a higher female attendance. Consider frequency &amp; timing e.g. quarterly lunch event.</li> <li>• Encourage cross-hierarchical communications</li> <li>• Review feasibility of re-establishing on-site bar or options such as periodic 'pop-up' bar.</li> <li>• Scope having a 'Family Day' on the adjacent Wormwood Scrubs.</li> </ul>	<p>Social Networking Working Group Chair &amp; Postdoc &amp; Student Committees</p>	<p>Oct 2014 Welcome Reception.  May 2015: Review programme.  June 2015: new programme of events launched.  May 2016: review programme.</p>	<p>Revised timetable with event content and scheduling more acceptable to the female scientist community.  10% increase in women reporting that they have opportunities to network internally and externally.  3 Pop-Up bar events &amp; 2 welcome 'receptions' events per year with high attendance.</p>
<p><b>5.3</b></p>	<p><b>Employee Induction:</b> Review Induction for employees and increase the satisfaction level particularly within the female scientist community.</p>		<ul style="list-style-type: none"> <li>• Signpost to information about career development and support, CPD, family friendly arrangements and policy and practice in Maternity Leave and Flexible Working.</li> <li>• Provide additional information to non-UK employees – information about setting up Bank Accounts, NHS, tax system More information</li> <li>• Organisation charts &amp; who to contact for what</li> <li>• On-line / hardcopy Induction Handbook Pack.</li> </ul>	<p>Head of HR Dr Sharon Citrone</p>	<p>June 2014 prepare materials  Launch on Intranet May 2015.  Review Jan 2015.</p>	<p>Focus Group reports increased satisfaction with induction arrangements and increased number of females reporting ease of access to key supportive career and family information.</p>

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<p><b>5.4</b></p>	<p><b>Review internal seminars:</b> Review gender balance of speakers, attendance and understand why audience participation and asking questions is low especially among female postdoc scientists</p>	<p>Postdoc Committee chair has coordinated 4 very successful and well-attended 'Coffee with Speaker' events for external speakers in March &amp; April 2014.</p>	<ul style="list-style-type: none"> <li>• Look at the provision, programming and gender balance of speakers</li> <li>• Communicate 'Expectation of Attendance' - message from Director.</li> <li>• Involve younger/earlier career scientists in organising seminars.</li> <li>• Implement rota for PhD students &amp; Postdocs to have coffee, lunch &amp; dinner with speaker – by rota or name from hat</li> <li>• Link seminars to social events.</li> <li>• Record the balance of women asking Q's</li> <li>• Communicate that attendance and asking questions is mandatory. Encourage students &amp; postdocs to ask Q's &amp; network with more senior colleagues. Group told in advance they expected to ask Q's. Give prize for best Q.</li> <li>• Posters for talks – badge to say all staff &amp; students to attend.</li> <li>• Scope having a Tannoy System or Text Messaging to call delegates to the seminar.</li> </ul>	<p>Postdoc 'Liaison Reps' &amp; Social Networking Working Group Chair &amp; CPD Working Group Chair</p>	<p>May 2015 confirm gender - balanced programme for next term.</p> <p>July 2015 develop roster of organisers for seminar speakers.</p> <p>Review and report to SAT Oct 2015 &amp; 2016.</p>	<p>50:50 gender balance of speakers on programme</p> <p>High attendance by postdocs &amp; students.</p> <p>10% increase in women saying they feel confident asking questions at seminars.</p>
<p><b>5.5</b></p>	<p><b>Quarterly meeting for New Postdocs:</b> Implement event to improve community interactions and spirit.</p>		<ul style="list-style-type: none"> <li>• Invite new postdoc starters and provide updates on all new issues</li> <li>• Key messages to communicate:             <ul style="list-style-type: none"> <li>○ Culture of CSC</li> <li>○ Induction Packs available</li> <li>○ Required to attend seminars &amp; participate in discussion at seminars &amp; ask Q's</li> <li>○ Opportunity to have coffee, lunch, dinner with speaker.</li> <li>○ Create 'appeal' around attending seminars e.g. might miss something important for your development / thinking / research / collaboration and it shows respect for speakers.</li> <li>○ Career and development support available from the Postdoc Development Centre.</li> </ul> </li> </ul>	<p>Postdoc 'Liaison Reps' &amp; Social Networking Working Group Chair &amp; CPD Working Group Chair</p>	<p>Oct 2015 develop outline for event and coordinate speakers.</p> <p>Sept 2015 launch event.</p> <p>Sept 2016 review value of event.</p>	<p>Improved quality of induction of post docs, 5% more say they felt adequately supported in role.</p> <p>Greater understanding of culture &amp; key messages.</p>

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5.6	<p><b>Annual Retreat arrangements:</b> Review 2013 retreat and consider how it can be improved to support high attendance across the institute's scientific community.</p>	<p>Annual Retreat is a long running pre-existing event. In 2013 it was run over 2 consecutive afternoons, with a social event on the first evening.</p>	<ul style="list-style-type: none"> <li>• Understand why the level of postdocs attending and/or presenting at the retreat is low.</li> <li>• Assess the degree to which the networking opportunities and their timing at the retreat support women to network effectively.</li> <li>• Assess the ease of attendance, expectation of attendance and potential to support collaboration that the retreat offers.</li> <li>• Ensure adequate notice is given of dates and programme.</li> <li>• Devise scheme for more postdocs to present.</li> </ul>	<p>Professor Amanda Fisher, Institute Director &amp; Institute Section Chairs, CPD Working Group Chair &amp; Postdoc Liaison Reps</p>	<p>Jun 2014 review feedback from the 2013 retreat and identify areas for improvement.</p>	<p>Feedback forms collected from Annual Retreat will show a well-attended Retreat with attendance from across the Institute.</p> <p>20% increase in number of postdocs presenting at the retreat.</p> <p>10% increase in women reporting that they have opportunities to network internally and externally.</p>
5.7	<p><b>New Postdoc Retreat:</b> Scope having a post doc retreat</p>		<ul style="list-style-type: none"> <li>• Investigate models for a separate Postdoc Retreat E.g. the Edinburgh model.</li> <li>• Develop design in collaboration with Postdoc Committee and a Group Head sponsor.</li> <li>• Prize for best presentation in each 'Section' and then overall best presentation prize for winner.</li> </ul>	<p>Social Networking Working Group Chair &amp; CPD Working Group Chair &amp; Postdoc Liaison groups</p>	<p>Scope and design from June 2015</p> <p>Implement June 2016 and review feedback Aug 2016.</p>	<p>Institute decides to hold an annual postdoc retreat.</p> <p>Feedback forms from the June 2016 event will show female postdocs welcomed opportunity to present science earlier in career and found it a supportive forum for confidence building.</p>

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### 6. Career Breaks and Flexible Working

6.0	<b>Maternity Leave and Maternity Pay:</b> Support female scientists and their research groups in managing maternity arrangements positively.	Nov 2013 agreed reciprocal arrangement between MRC and ICL to have length of service recognised to qualify for maternity pay	<ul style="list-style-type: none"> <li>• Launch the Maternity Handbook for line managers and employees and offer briefings to line managers.</li> <li>• Implement Research Councils (RC) harmonised Maternity leave policy to reduce the 26 weeks service qualifying period for maternity pay to 2 weeks.</li> <li>• Agree reciprocal arrangement between MRC and ICL to have length of service recognised to qualify for paternity pay.</li> <li>• ICL Maternity Pay is significantly shorter than MRC. Lobby ICL to improve the offering.</li> <li>• Seek approval to implement “Zero weeks service” to qualify for maternity pay at the CSC/ICS. Provide cost-benefit analysis for decision making about implementing “Zero weeks service” qualifying period to MRC HR Director</li> </ul>	SAT Chaired by Dr Christian Speck, Head of HR Dr Sharon Citrone & LJNCC	May 2014 publish Maternity Handbook  June 2014 implement new “2 week” qualifying period.  Review maternity arrangements annually in May.	100% line managers briefed on the Maternity Handbook..  New RC harmonised Maternity Leave policy implemented.  “Zero weeks” implemented.  100% female scientists qualify for occupational maternity pay.
6.1	<b>Childcare Costs:</b> Scope actions to support the challenges presented by arranging convenient and responsive childcare and to reduce the burden of childcare costs as deterrents to female scientists		<ul style="list-style-type: none"> <li>• Explore the feasibility of matching the ICL Child Care Support Scheme to provide an allowance of £124 per month per parent for childcare vouchers for children under 5 years of age</li> <li>• Publicise the costs and salary sacrifice/income tax arrangements for the on-site nursery and how on-site nursery users are prioritised for on-site car parking permits.</li> <li>• Publicise childcare costs and consider affordability when setting CSC salaries.</li> <li>• Publicise EAP and Emergency Family Care support available from MRC EAP services &amp; “My Family Care” services</li> </ul>	SAT Chaired by Dr Christian Speck, Head of HR Dr Sharon Citrone & Mohammad Famili Head of Finance	Dec 2014 review cost-benefit data  Jan 2015 publicise info  Feb 2015 EAP on-site visit	Childcare Support matching scheme implemented.  5% increase in people who feel they can ‘have children now’ in their career.

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6.2	<p><b>Taking career breaks and leave from work and returning to work:</b> Explore how we support those taking a break and returning</p>		<ul style="list-style-type: none"> <li>Publicise arrangements for providing back-fill to posts or replacement posts to facilitate scientific continuity in groups during a career break.</li> <li>Develop 'Taking a Break' pack with a range of information articles. Make the pack available by email, web pages and hard copy from HR or the LJNCC.</li> <li>Promote Career Breaks &amp; publish case studies of successful arrangements</li> <li>Publicise what is available &amp; canvass as to what improvements would help</li> <li>Review arrangements &amp; facilities for return to work post break or leave</li> <li>Publicise and promote the life transition training and coaching options available from "My Family Care" services.</li> <li>Research and publicise what grants/fellowships and awards are available to support returning to research after a break</li> </ul>	Head of HR Dr Sharon Citrone & SAT Chaired by Dr Christian Speck	<p>May 2014 develop pack.</p> <p>Aug 2014 develop web pages</p> <p>Review May 2015 &amp; 2016.</p>	<p>Increased interest in career breaks from female scientists</p> <p>100% return rate for female scientists returning following a break.</p> <p>20% increase in female scientists saying they are aware of grants/fellowships that support women returning to work after a break.</p>
6.3	<p><b>Flexible and Part-Time Working:</b> Publicise existing high uptake of flexible working and scope actions to support part time working and Job Share arrangements.</p>		<ul style="list-style-type: none"> <li>Review current options available for part time working and publish case studies of existing successful flexible working arrangements and encourage the present high uptake to continue.</li> <li>Scope feasibility of a further support or awards that could be provided to enable part-time working e.g. backfill to support continuity of experiments etc.</li> <li>Research potential for 'Job-Share' arrangements in science at the CSC/ICS.</li> </ul>	Head of HR Dr Sharon Citrone	<p>June 2015 promote policy by email.</p> <p>Oct 2015 publish on the intranet.</p> <p>Dec 2015 publish details of 'Job Share' arrangements in science.</p>	<p>5% increase in female scientists working flexible hours.</p> <p>Published case studies of exemplar female scientists working flexibly.</p> <p>Job-Share arrangements implemented successfully by 2016.</p>