

Action	Description of action	Action taken already and outcome at February 2013	Further planned action	Responsibility	Timescale	Success measure
<b>Baseline evidence and supporting data</b>						
1.1	Improve data collection to better inform Departmental senior staff about gender issues.	Most of these data fields have been collected in the Staff Database from Dec 2012. Departmental HR Support post appointed in December 2012.	Collect data by including additional fields on Staff Database, to be included in an annual "Working Lives" report to Departmental Executive: (a) Staff turnover, (b) Staff destination, (c) Gender breakdown of applications, (d) Gender breakdown of appointments, (e) Maternity leave requests and % approved (f) Paternity leave requests and % approved, (g) Flexible working requests and % approved, (h) Parental leave requests and % approved, (i) Number of "keep in touch days", (j) Proportion returning after maternity leave, (k) monitoring of PhD applications by gender, (l) monitor	DEO and Departmental HR admin	Data collection to be set up in 2012/13 academic year for first report to be produced with 2013/14 data, then annual end of year report in 2014/15.	Accurate information on gender issues available to Departmental Executive team in 2013 and 2014 (and ongoing in annual reports).
1.2	Exit interview to be held with Dept Manager for all leavers.	Discussions had with central HR about process	Form and questions to be devised. To be reported annually to the Departmental Executive by the Working Lives Committee.	Dept Manager	Start immediately. Include in annual Working Lives Report in 2013/14 and 2014/15 academic years.	>80% of leavers have exit interview in 2013/14 and >95% of leavers have exit interview in 2014/15.

1.3	Staff survey	First survey has been undertaken with good staff engagement.	Staff survey will be repeated in Autumn 2013 and Autumn 2014 to assess the impact of changes.	Working Lives Committee	Autumn 2013 and Autumn 2014.	Response rate maintained at > 75%.
1.4	Improve awareness of part-time MD/PhD opportunities	A low awareness of these opportunities has been identified in our staff survey. This fits with the need to link our staff with the wider University.	Promote part time opportunities on the departmental website	AS webpages lead and Working Lives Committee.	Pages to be developed by Autumn 2013.	Increase in the proportion of female academics who are aware of these opportunities in our 2013 and 2014 staff surveys.
<b>Key transition points, appointments and promotions</b>						
2.1	Improve departmental information in job advertisements to make it more appropriate for female applicants.	Identification that current job descriptions may emphasise 'male' characteristics, with no mention of factors such as the working environment and opportunities for flexible working.	Revision of Departmental Information section of our job descriptions.	Working Lives Committee	Summer 2013	Increase in proportion of applications from female academics.

2.2	<p>Appointment within the Departmental Academic committee of a senior academic to take responsibility for post-doctoral Research Associates / Fellows.. Postholder responsible for systems for: (a) mentoring, (b) career advice, (c) Female role models invited to present at Departmental Seminars, (d) Encourage female academics to engage with College "Early Career Researcher Committee".</p>	<p>Job Description has been written and the post has been agreed by Departmental Executive.</p>	<p>The post will be advertised within the Department and appointed.</p>	<p>Chair of the Academic Committee.</p>	<p>Appointment in Summer term 2013.</p>	<p>Mentoring system in place during 2013/14 academic year with &gt;95% of female postdocs reporting that they meet regularly with their mentor in the Autumn 2014 staff survey. Success is an increase in proportion women transitioning from postdoc to academic post by 2014/15 academic year.</p>
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2.3	Ensure that female academics within are facilitate to attend the "Early Career Researcher" Committee and Athena SWAN events in the wider University.	Identification of the need to link female early career academics with the wider Univeristy Athena SWAN and Early Career Committees.	Head of Department to ensure that all Principles Investigators facilitate attendance by female Doctoral and Post-doctoral staff.	Head of Department.	Publicity and encouragement through Summer term 2013, with continuing advertisement and publicity through the Departmental Working Lives and Athena SWAN webpages (see Action 5.3)	Proportion of junior female academics who engage with the wider University Athena SWAN meetings as assessed through the autumn 2013 and autumn 2014 staff surveys.
2.4	HR support for recruitment panels		DEO to discuss with HR the option to extend formal HR representation on Departmental recruitment panels	DEO	Autumn 2013	Consistent representation from HR on panels for grade 6 and above
2.5	Policy of female representation on all recruitment panels	Identification that we have no formal policy to date to ensure female representation on Departmental appointment panels	Policy to be implemented and DEO to ensure Recruitment and Selection training is completed	DEO	Autumn 2013	95% of Departmental appointment panels to include female representation by Autumn 2013
<b>Career advice and support</b>						
3.1	Put in place a mentoring system for post-doctoral Research Associates / Fellows.	Identification of a gap in our system.	Working Lives Committee to develop a proposal for a mentoring system, including the training of mentors.	Led by person appointed in Action 2.2 Accountable to Academic Committee.	Autumn 2013	Potential mentors identified and training in place.

3.2	Establish a Committee of senior female academics from both within and outside the Department who will act as mentors.	Identification of a gap in our system.	Head of Department to discuss with Dean of College. Source potential mentors and appropriate training	Head of Department to lead.	Autumn 2013	Potential mentors identified and training in place. Increase in proportion of women staying in an academic career.
3.3	Provide training on objective setting	Identification that SMART Objectives are rarely used.	Training of appraisers and staff in objective setting.	Head of Department and Departmental Manager	Spring 2014	Improved staff feedback in 2013 and 2014 staff surveys.
3.4	Improve awareness of University grant application training	Identification of a gap in our system, and that our staff are not linked into the main University training in this area.	Clear display of training opportunities on "Working Lives" website.	Working Lives Committee	Publicity in place by 2013 to increase uptake in 2013/14 academic year.	Increased number of early career female academics undergoing this training, measured by staff surveys.
3.5	Consider methods to raise the intake of women into the Cardiology specialty	Identification of small numbers of applicants for clinical posts, due to relatively low numbers of women entering the specialty	Head of Department to discuss with Post Graduate Dean	Head of Department	Summer 2013	Increased number of women considering cardiology in the deanery
3.6	Enhance role of DEO within Department	DEO role is in place and attends university meetings	DEO to report quarterly to Departmental executive committee on trends identified through improved data reporting	DEO	Autumn 2013	Quarterly reports delivered to executive, trends identified and actions planned

<b>Culture, communications and Departmental Organisation</b>						
4.1	Implement structural change within the Department by the creation of a "Working Lives Committee" and appoint a senior academic to lead.	The "Working Lives Committee" has been agreed by Departmental Executive, a senior academic (male Deputy Head of Department) has been identified to Chair.	Advertisement for Committee members and establishment of a Committee that reflects an appropriate balance of grades and life circumstances.	Head of Department and Department Executive	Establish Summer 2013. First report to Department Exec Autumn 2013 and then annual report to follow. Quarterly agenda item for the Executive.	An active and successful Committee with actions implemented at the time of our AS Silver application.
4.2	Change of meeting times into 'core' hours.	Identification that key committee meetings were held at 08:00 or 17:30. Department Exec has now mandated that all meetings are completed between 09:30 and 16:30.	Monitoring of effect on attendance by clinical academics with review of clinical academic job plans if attendance falls.	Head of Department and Department Executive	Ongoing from 2013 with review.	Review in Autumn 2013 to ensure that these core hours have been implemented.

4.3	To link our staff with the wider University policies by developing Athena SWAN webpages on our "Working Lives" website and populate with appropriate information and links integrating with wider University and External Athena SWAN webpages.	Individual has been identified to lead on webpages. Initial meeting with the University HR lead has taken place.	Webpages to be written.	Working Lives Committee with input from Athena SWAN Self Assessment Team.	To be completed by mid term Autumn 2013.	Increased staff awareness of policies on maternity, paternity, parental leave, and flexible working when measured in our autumn 2014 staff survey.
4.4	Document and Implement Departmental Workload Model	Identification that this is a high priority area to develop.	Workload Model to include: (a) Internal Committees, (b) External Committees, (c) Teaching load, (d) Supervision load, (e) Outreach activities.	Head of Department lead with support from Department Manager. Head of Department to ensure implementation by all Principle	Completion spring 2014, with full implementation by start of 2014/15 academic year.	Workload model in place in 2014.