

## APPENDIX ONE – LSTM ACTION PLAN



Action	Description of action	Action taken already	Further action planned	Responsibility	Timescale	Start date	Success Measure
1	<b>Establishing routine data collation and monitoring</b>						
1.1	Improvement of staff data collation and monitoring through new systems	<p>The incoming HR Director put measures in place in mid-2010 to improve information collation.</p> <p>Information prior to this date has been difficult to gather and has been achieved through mainly manual sifting of paper records.</p> <p>A new HR management information system (HRMIS) has been purchased and is being implemented.</p>	<p>Goal: To maximise and streamline data collection and analysis through the new HRMIS</p> <p>Action: HRMIS implementation will take place Q3 2013 - 2015. This will enable routine collation and monitoring of detailed information.</p>	Director/ Deputy Director HR	Sequential module roll out of HRMIS over a 2 year period	Q3 2013	New HRMIS system used to generate data on Athena Swan issues and categories and reported accordingly.
1.2	Routinely monitor and report staff appointments, including fellowships, by gender	<p>Paper based Equal opportunity forms; short list and decision grids collected for most appointments, but not always collated and monitored at every stage.</p> <p>No evidence of discrimination.</p> <p>Internal appointments are monitored for EO purposes, but only reported on a limited basis.</p>	<p>Goal: All appointments with EO data available electronically</p> <p>Action: Introduction of the recruitment module of the HRMIS, with quarterly tracking of data.</p>	HR	18 months; annual review thereafter	Q2 2014	<p>Electronic recruitment module in place with integral EO monitoring</p> <p>Equal opportunity data collated and reported to MC, EOC, Board of Trustees and SAT team for each stage of the recruitment process.</p> <p>Discussion of results at these meetings and appropriate actions identified</p>
1.3	Routinely monitor and report staff destinations by gender	LSTM has an exit interview in place and intelligence from exit interviews is shared between HR and senior management on an	Goal: improve monitoring and reporting of staff destinations and reasons for leaving	HR	22 months; annual review thereafter	Q1 2015	<p>Exit interviews offered to 100% of leavers.</p> <p>Systematic monitoring of data reported to MC, Board of Trustees and SAT team.</p>

		ad hoc basis. A manual paper-based system is used.	Action: Module introduced within the HRMIS to electronically collate information from leavers. Staff to follow up any issues raised				Discussion of results at these meetings and appropriate actions identified.
1.4	Routinely monitor and report annual promotion rates and pay award success rates by gender.	Promotion rates are currently monitored by gender, although reporting is limited.	<p>Goal: Improve reporting of promotion monitoring and action to address gender disparities.</p> <p>Action: Continue separate promotions panel from pay reviews</p> <p>Report promotion rates annually and identify appropriate actions at:</p> <ul style="list-style-type: none"> <li>• Equal Opportunities Committee</li> <li>• Management committee</li> <li>• Board of Trustees</li> <li>• SAT team</li> </ul>	HR and Management Committee	12 months; annual review thereafter.	Q3 2014	<p>Reports on promotions by gender to EOC, Management Committee, Board of Trustees and SAT team.</p> <p>Discussion of results at these meetings and appropriate actions identified.</p>

2	Supporting and advancing women's careers: Key Career Transition Points						
2.1	Develop clear guidance on progression opportunities for Academic-related staff.	Career progression opportunities for academics in project management roles are not currently explicit.	<p>Goal: Clearer understanding of career progression opportunities.</p> <p>Action: Increased transparency of grades with benchmarked roles and responsibilities</p>	Senior Management Team	End of 2014, annual review thereafter	Q4 2014	Guidance documented and available on the LSTM intranet.
2.2.	Improve information and support processes for potential promotion applicants	<p>Information on the annual staff promotion explains the process with generic benchmark information for different levels.</p> <p>Line managers support promotion applications where appropriate but there is no formal consideration of suitability for promotion as part of the appraisal process.</p>	<p>Goal: Improve information and support processes for potential promotion applicants.</p> <p>Actions:</p> <p>Institute consideration of suitability for promotion as part of appraisal documentation.</p> <p>Actively encourage suitably qualified individuals to come forward for promotion.</p> <p>Provide more pro-active advice on preparing promotion cases</p>	All line managers	End of 2014, annual review thereafter	Q2 2014	<p>1. Benchmarks included in promotion application guidance.</p> <p>2. Consideration of suitability for promotion included in appraisal documentation.</p> <p>3. Workshops offered by senior academics and staff having recently successfully completed the promotions process on submitting and preparing for promotion, particularly targeted at more junior groups.</p>

3	<b>Supporting and advancing women's careers: Career development</b>						
3.1.	Establish pre tenure orientation package - explaining tenure track process and targets necessary to achieve tenure track success.	<p>Tenure track guidance notes for applicants and TT panel members' individual guidance are already in place but there is limited support for potential applicants.</p> <p>PDRAs are aware of the scheme but unsure when and how they should aim to apply to enter the system</p>	<p>Goal: improve transparency and accessibility of tenure track process for potential and actual applicants.</p> <p>Actions:</p> <p>1) Consult regularly with recent or current tenure track applicants.</p> <p>2) Review tenure track guidance and update based on staff experiences.</p> <p>3) Annual workshop for PDRAs and lecturers on routes to tenure track with guidance on who should apply, when and how.</p>	ASG team and Research Committee	24 months; annual review thereafter.	Q1 2014	<p>1) Positive feedback from male and female staff currently or recently on tenure track</p> <p>2) Updated tenure orientation and guidance that addresses staff feedback.</p> <p>3) Ensure that PDRAs are made aware of the system and included in workshops.</p>
3.2	Sharing intelligence on obtaining research grants	Intelligence on grant opportunities works well; staff have requested further support in terms of hot tips and sharing of previously successful applications.	<p>Goal: improve support to staff with grant applications.</p> <p>Actions:</p> <p>a) Establish grant writing surgeries geared to particular funders and system to share previous successful applications.</p> <p>b) More cross departmental seminars and multidisciplinary 'speed dating' events to support multidisciplinary learning and applications.</p>	Research committee	18 months	Q1 2014	<p>a) Grant writing surgeries established and evidenced via Research Committee minutes.</p> <p>b) Increase in cross-departmental seminars and exchange events</p>

3.3.	Support for training for academic staff	There is a mechanism for the identification of training needs but a lack of clarity about how appropriate training is funded.	Goal: improve clarity of process for allocating training funds. Action: Clarify process and sources of funding.	HR and Senior Management	1 year	Q4 2014	Policy updated % of training applications successful
------	---	---	---	--------------------------	--------	---------	---

4	<b>Supporting and advancing women's careers: Mentoring</b>						
4.1	Learning from the pilot used with PDRAs to establish institution wide mentoring programme for PDRAs	<p>A supportive annual appraisal system is already in place with line managers for all staff and some informal mentoring takes place.</p> <p>A pilot mentoring system with individuals who are NOT direct line managers was instigated in 2013</p> <p>L &amp; T mentors are allocated during the mandatory training for new staff who will undertake formal teaching.</p>	<p>Goal: Improve support for career progression.</p> <p>Action: Investigate need for mentoring and establish mentoring and career support system.</p> <p>Review outcome of the departmental pilot system for PDRAs</p> <p>Formalise contracts and expectations of mentors and mentees in line with good practice.</p> <p>Management training for mentors</p>	ASG PDRAs association HR	3 years with annual review	Investigate and Develop over 3 years	<p>All PDRAs who request mentors have mentors assigned</p> <p>Positive feedback from PDRAs about mentoring scheme</p>

5 Organisation and culture							
5.1	Improve awareness of Equality and Diversity at LSTM.	<p>Equal opportunities policies are publicised on the LSTM intranet page, and are brought to the attention of new staff at induction.</p> <p>Presentations relating to Equality and Diversity issues are made at the School Staff Forum; these could become a more regular standing item (quarterly and annually).</p> <p>Electronic EO training is offered to all staff and mandatory for some</p>	<p>Goal: Improve awareness of Equality and Diversity amongst staff.</p> <p>Actions:</p> <p>a) Encourage uptake of EO training, including e-learning modules.</p> <p>b) Present the results of equal opportunity monitoring and actions taken to promote diversity and equality at SSF meetings.</p>	HR	2014	2014	<p>a) Increase in staff taking up EO training.</p> <p>b) Results of EO monitoring presented annually SSF meetings (minuted).</p>
5.2	Monitor committee membership, Chairs and workload balance.	Committee membership reviewed annually.	<p>Goal: maintain monitoring of committee membership, Chairs and workload balance.</p> <p>Action: Continue annual review of workload balance by Management Committee.</p>	Management Committee	Annual review	On-going	Annual review of committee membership, chairing and workload allocation by SMG to ensure gender balance.
5.3	Ensure Web presence celebrates work of women and men in LSTM.	LSTM has an active Website but it is not reviewed from a gender/STEMM perspective.	<p>Goal: extend website celebration of women and men's contributions</p> <p>Actions:</p> <p>a) Establish Athena SWAN Webpage.</p> <p>b) Encourage contributions from all staff.</p>	Communication Department/ ASG team	2014 with annual review	Q4 2014	<p>Athena SWAN Web-page set up with contributions from a range of staff (M/F, different levels and departments).</p> <p>Gender representation in external communications monitored</p>

5.4.	Improve mentoring and support for pregnant women, parents of young children and carers for other family members (e.g. elderly or disabled).	Informal mentoring takes place through pre-existing networks.	<p>Goal: Improve mentoring and support for staff as potential parents, parents and carers.</p> <p>Action: Expand informal networks to enable sharing of experiences through developing a list of staff who can act as an informal network or resource.</p>	HR and ASG	18 months with annual review	On going	List of staff developed and made available.
------	---	---	--	------------	------------------------------	----------	---

6	Flexibility and managing career breaks						
6.1	Advertise parental leave, return to work and flexible working policies widely; report applications and approvals at Management Committee and SAT.	HR policies in place and on the intranet.	<p>Goal 1: Improve monitoring and reporting of implementation of flexible and part-time working policy.</p> <p>Action: Prospectively monitor and review applications for flexible and part-time working and success rates</p> <p>HRMIS module in place to allow routine reporting of staff numbers using flexible working arrangements</p> <p>Goal 2: improve accessibility of flexible working options to staff</p> <p>Action: share examples/case studies of how staff have used these.</p>	HR/ASG team/Communication department	Annual review	On-going	<p>Goal 1: Numbers of people using flexible working/part-time as a proportion of people applying reported to management committee and SAT team and appropriate actions identified as necessary.</p> <p>Goal 2: Success rates and experiences publicised through Athena SWAN web-page</p>
6.2	Advertise career success stories of women with families widely and on the Web.	Currently no action here	<p>Goal: Improve availability of role models and experience sharing.</p> <p>Action: Produce publicity materials and publicise through Athena SWAN webpage.</p>	Communications Director/ASG	2014 with annual review	Q3 2014	Positive case studies publicised on Athena SWAN Web-page and elsewhere.
6.3	Review procedures and funding for maternity/paternity/adoption leave cover.	LSTM has a maternity/paternity/adoption leave process, and there is the sense that staff are well prepared and supported prior to going	Goal: Improve procedures and support for maternity/paternity/adoption cover	HR/ASG/SMG	2015	On going	Clear guidance on organising maternity/paternity/adoption leave cover available.

		<p>on leave. The challenges lie in 1. Funding and supporting cover for people on maternity leave and 2. Organising smooth return to work and Keep in Touch days.</p>	<p>Actions:          Improve access to data on how maternity /adoption leave currently funded for all academic staff</p> <p>Review possibilities for funding cover for staff including liaising with funders to understand their policies and where possible advocating for support; setting up a clear process that ensures 'burden' is equally shared.</p>				<p>System for re-allocating work in practice.</p> <p>Positive feedback from staff who have recently taken maternity/adoption/paternity leave.</p> <p>Assessment of options for risk sharing for costs for maternity/ Paternity/adoption leave amongst grant holders.</p>
--	--	--	--	--	--	--	--

<b>7 Encourage Faculties to apply for Athena SWAN awards</b>							
7.1	Submit Faculty/SET applications to Athena SWAN	Deans and departmental leads engaged in HEI level application process	Goal: Faculties/SET depts. applied for Athena SWAN  Action: Faculty/ depts. specific SATs constituted; application process developed and supported by HEI wide SAT and steering committee	Faculty, ASGs, HEI wide ASG,	April 2014	2013	Applications submitted drawing on good practice from HEI wide application and strengthened Athena SWAN network
7.2	Ensure partnership with other universities and networking at Athena SWAN events to share ideas and good practice	Collaboration and ideas sharing with other universities and attendance at some Athena SWAN events	Goal; Share learning from other institutions and Athena SWAN events across LSTM  Action: Working group established with Warwick University Medical Facility	ASG – institution wide and faculty	On-going	2013	Minutes of ASG meetings, MC and SSF

**Key to action plan:**

HEI: Higher Education Institute

HR: Human Resources

HRMIS: Human Resources Management Information System

MC: Management Committee

SAT: Athena SWAN Self Assessment Team

SET: Science, Engineering and Technology

SMG: Senior Management Group

SSF: School Staff Forum