The University of Surrey's Athena SWAN Action Plan

Please note that we have identified the need to address the gender gap that becomes evident at level 6 and above as a top priority and this requires actions around recruitment and promotion. Given the key role that flexible working plays in career development, continuing our work in that area is also a priority. The yellow highlighting has been used to indicate these high priority actions.

Unless otherwise indicated the dates relate to the last day of the month specified.

Ref Page No.	Action	Rationale	Key Outputs/ Success Indicators	Start	Schedule and Completion	Responsibility
Governance EB member with overall responsibility for completion: Vice- Chancellor, Prof Max Lu This theme ensures that appropriate and effective procedures and correct reporting structures are in place with clear lines of responsibility and accountability to enable effective delivery of our Athena SWAN Action Plan within our broader Equality, Diversity and Inclusion agenda.						
2017AP G1 **Page 20** **Page 69**	Themes within the Action Plan allocated to members of the Executive Board (EB): • Monday Morning Meetings (MMM) to be used to raise any concerns with progress • Performance of the theme to be part of the annual personal appraisal target relating to Equality, Diversity and Inclusion (EDI) for the EB member responsible for the theme.	Allocating responsibility and holding members of EB accountable will ensure that they and their teams are both informed and actively engaged in implementation of the Action Plan.	All members of the Senior Management Team understand the requirements of the Action Plan and embed this in the activities of their teams. Targets met by EB members in annual appraisal.	This has been agreed prior to submission of the Action Plan.	Weekly for MMMs Annually for appraisal starting in Aug 2018 for targets agreed in 2017 and continuing throughout the life of the Action Plan (Nov 2021).	Vice-President Human Resources Vice-Chancellor
2017AP G2 **Page 20**	The University Self-Assessment Team (USAT) becomes the University Athena SWAN Implementation Team (UASIT): • Schedule meetings every two months, with three meetings preceding those of the Equality & Diversity Committee (EDC) • Monitor progress against Action Plan • Instigate appropriate interventions if actions are not being delivered	Regular monitoring will ensure actions remain relevant, are being implemented and are having the desired outcomes and, if not, appropriate interventions are discussed and implemented.	An Action Plan that is 'current' at all times. The University is in a position to apply for a Silver Award by 2021.	First meeting in Jan 2018	Meetings and subsequent reporting of progress/concerns to EB every two months until July 2020 then monthly as UASIT reverts to USAT in preparation for Silver Application in April 2021.	Director of Equality, Diversity & Inclusion

Ref Page No.	Action	Rationale	Key Outputs/ Success Indicators	Start	Schedule and Completion	Responsibility
CONTINUED	• Update Action Plan after each meeting to ensure it is a 'current' document, reflecting progress and any changing circumstances, and formally report any concerns to EB • Report to the University's Equality and Diversity Committee three times a year • Report annually to Council. When the report has been approved ensure that it is passed to the Communications team for publication on the Athena SWAN pages of the website (see 2017AP-C1).	The University's Senior Management Team need information for assurance purposes and to enable them to make and support further interventions as required.		First report in March 2018 First report in Jan 2019	EDC meets in March, July and Nov every year. The reporting sequence is EDC in Nov, EB in Dec then Council in Jan annually.	Director of Equality, Diversity & Inclusion
2017AP G3 **Page 20**	Review of UASIT membership: • Refresh annually with 1/3 members stepping down • Increase intersectionality by monitoring and where appropriate encouraging new members from under-represented groups (especially related to race, religion and LGBTQi+) • Invite Sabbatical Team at the Students' Union to provide two student representatives to formally join the UASIT.	The UASIT should reflect views from the whole University community, give development opportunities to a number of colleagues and ensure that committee work does not become a burden.	Vibrant UASIT that reflects the University community. More nominations than spaces.	First call for nominations in April 2018 Student reps. invited to first meeting in Jan 2018.	UASIT membership agreed by May 2018 for implementation from Aug 2018 to fit with workload planning with cycle repeating throughout the life of the action plan.	Director of Equality, Diversity & Inclusion

Ref Page No.	Action	Rationale	Key Outputs/ Success Indicators	Start	Schedule and Completion	Responsibility
2017AP G4 **Page 20** **Page 77**	Continue to support Departmental Submissions: • Hold quarterly Athena SWAN Forum meetings bringing together the Chairs of the Departmental SATs and ASITs and report to UASIT • Maintain SharePoint repository of all available successful applications (nationally) and other useful supporting documentation • Provide 'critical friends' to review draft submissions.	The meetings and the SharePoint repository provide mechanisms for the sharing of good practice, the co-ordination of activity at a higher level if required and the monitoring of progress against submission plan or Action Plan at local levels.	Successful departmental submissions – all Departments will be expected to have a Bronze Award or higher by 2021.	Continue current practice	Quarterly Forum meetings in Jan, April, July and Oct. SharePoint updated in May and Oct (as a minimum) following publication of successful applications by ECU.	Director of Equality, Diversity & Inclusion
2017AP G5 **Page 20** **Page 69**	Assess progress against Key Performance Indicators (KPIs) in the Equality, Diversity and Inclusion (EDI) Strategy using a balanced scorecard approach. Use data from other schemes (*e.g.* Race Equality Charter, Stonewall, Disability Confident) together with Athena SWAN data to investigate intersectionality issues.	The University is active in other national schemes such as Race Equality Charter, Stonewall and Disability Confident. By combining data sets it should be possible to have a deeper understanding of intersectionality issues, so that these can be addressed.	Creation of the balanced scorecard relating to the KPIs. Achievement of KPIs including understanding of intersectionality issues for AS Silver submission.	February 2018 for creation of scorecard Nov 2018 – first review.	Approval of scorecard at UASIT meeting in March 2018. Reviewed annually in the Nov UASIT meeting for reporting later in Nov to EDC throughout the life of the Action Plan.	Director of Equality, Diversity & Inclusion
2017AP G6 **Page 20**	Review of EDI Committee Structure and Effectiveness: • Review and report on the operation of the Faculty and PASS EDI Committees	The new committees have been running throughout 2017 so it is appropriate to review their effectiveness and consistency and look to make changes where necessary.	Consistent terms of reference; rolling programme of agenda items that mesh with University EDC business; committees that are as effective and efficient as possible.	Review to commence Jan 2018	Report produced with associated recommendations and approved at UASIT meeting in July 2018 before presentation to EDC.	Director of Equality, Diversity & Inclusion with input from the chairs of the four committees.

Ref Page No.	Action	Rationale	Key Outputs/ Success indicators	Start	Schedule And Completion	Responsibility
CONTINUED	• Review cross-representation and lines of communication with other key committees (*e.g.* Faculty Exec Boards) and Working Groups/Networks (*e.g.* LGBTQi+ Equality Working Group) • Share best practice • Establish consistent set of guidelines to ensure all four committees have a common core remit • Establish procedures for renewing membership.					

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Ref Page No.	Action	Rationale	Key Outputs/ Success Indicators	Start	Schedule and Completion	Responsibility
Survey Data Collection and Analysis EB member with overall responsibility for completion: – VP Human Resources, Paul Stephenson This theme will provide us with both quantitative and qualitative data that with enable us to assess how effective we have been in bringing about cultural change and to identify areas that need further work.						
2017AP S1 **Page 20 Page 69**	Continue to encourage all staff to engage with the completion of surveys and analyse data and free text comments from questions relating to EDI issues in: • Annual Staff Survey • Careers in Research On-line Survey (CROS) • Other surveys as appropriate.	These surveys allow attitudes to be tracked and comparisons made between groups within the University and with other Institutions year on year.	Staff Survey – 75% or more of staff complete the annual Staff Survey. 85% positive response from all men and women to the statement 'The University values equality and diversity'. [Currently this is 80% from academic men, 73% from academic women, 85% from PASS staff].	Annual Staff Survey is open for three weeks, typically Feb and Mar.	July 2018 for outputs from Staff Survey then annually throughout the life of the Action Plan.	Deputy Director of HR - Services
2017AP S2 **Page 20 Page 43**	Analyse data and free text comments from Staff Culture Survey (SCS) every other year looking at gender/race. Combine with outputs from annual Stonewall survey to look at intersectionality.	This will allow a more comprehensive assessment of progress and staff perception as we can tailor the surveys to target areas of concern raised elsewhere.	40% of staff complete the SCS in 2019 (compared with 25% this year).	April 2019 for first SCS April 2021 for second SCS	July 2019 July 2021	Deputy Director of HR - Services
2017AP S3 **Page 20**	Use survey outcomes to set up Focus/Working Groups and then use the outcomes of these to feed into an updated Action Plan.	This will close the loop between staff surveys and the Action Plan.	Second SCS has more positive responses than first SCS – the actual target will be defined by the UASIT once the results of the first SCS are known.	Aug 2019	Nov 2021	Deputy Director of HR - Services

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
	Recruitment and Retention					
	EB member with overall responsibility for completion: – VP Human Resources, Paul Stephenson					
	This theme will address gender imbalances in the recruitment of staff, implement measures to improve engagement of recruited staff and seek to understand why some colleagues choose to leave the University.					
2017AP RR1 **Page 51**	Embed the use of a recruitment checklist: • Consistently include our commitment to Athena SWAN, the Race Equality Charter Mark, Stonewall and Disability Confident in all adverts and recruitment packs • Actively promote flexible working/job shares unless there is a critical business need preventing this commitment • Ensure adverts and supporting materials are checked for unconscious bias, gender-neutral language *etc.* • Place adverts in a wider variety of locations, *e.g.* WISE and WES being defaults for recruitment into science and engineering.	This ensures that best practice is the default position across the University and recruiters are actively reminded about their responsibilities towards diversity in the workplace. With the introduction of the new HR System in 2018 many of these processes can be incorporated to be an integral part of the Recruitment Module.	This underpins action RR2 and it will contribute to the targets in 2017AP-RR2 being met.	Build on current practice	Dec 2018 – at this point the checklist will have been in operation for over a year and its use should be embedded.	Each Faculty HR Manager will be responsible for their Faculty and the Central Services HR Manager will be responsible for the Central Services recruitments.
2017AP RR2 **Page 51**	Introduce target numbers for applications/shortlists for academic posts from under-represented groups (*e.g.* women in engineering, men in healthcare):	Whilst current best practice encourages an increased diversity in the applicant population, at present there is no requirement to consider this further. This action is aimed at increasing awareness of	Agreed set of targets for each Faculty.	Targets set annually from Jan 2018	Dec 2018 for first review and setting of revised targets.	Provost with input from the Director of Equality, Diversity & Inclusion

Ref Page No.	• Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
CONTINUED	• Establish appropriate targets taking into account current population and benchmark data • Require selection panels to show that they have reflected on the gender balance of applicants before shortlisting and to seek further applications if necessary • Actively consider gender balance at short-listing stage. If a single sex shortlist results, re-examine the gap between that group and the best candidate of the opposite sex with a view to inviting to interview if the gap is small • Ensure that recruitment consultants (when used) are given gender balance targets for longlists of genuine candidates.	gender in the recruitment process and the possible influence of unconscious bias. This provides a strong message to those who are providing a service to us that we are committed to gender equality in the recruitment process. It was implemented in 2017 and will be continue to be enforced with financial disincentives as we move forward.	Faculty targets are met and the gender gap in academic populations begins to close. All longlists meet or exceed the Faculty target.	Jan 2018 Jan 2018 Current practice	This needs to continue throughout the life of the Action Plan. This needs to continue throughout the life of the Action Plan. This needs to continue throughout the life of the Action Plan.	Faculty HR Managers Faculty HR Managers Faculty HR Managers
2017AP RR3 **Page 51**	Pilot the use of anonymised recruitment procedures: • Ensure that the new HR System enables anonymous applications for PASS posts until interview stage • Evaluate the viability of anonymous long-listing for academic positions • Seek feedback from applicants (successful and unsuccessful) • Roll-out best practice.	The use of anonymised recruitment processes will eliminate the unconscious bias associated with names but it may have other unforeseen consequences, thus it is important to run trial schemes to evaluate the viability of this approach.	Applicants reporting high degree of confidence in the fairness of the recruitment process.	Jan 2018 – system specifications Sept 2018 – pilot begins Sept 2019 - rollout	Aug 2018 –new system operational. Aug 2019 – pilot evaluation complete. Annual review from Aug 2020.	Deputy Director of HR – Services Faculty HR Managers.

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
	Improve the take-up and assess the effectiveness of Inductions: • Continue to ensure that all local staff Inductions include Athena SWAN and other EDI initiatives • Continue to ensure that all local Inductions provide clear information on HR policies relevant to EDI	Inductions showcase the policies and practices of the University to new employees so they are ideal opportunities to inform staff about our values and our expectations of staff in the area of gender equality and other equality, diversity and inclusivity areas. We need to increase take-up and also assess the effectiveness of Inductions.	All local Inductions include this information.	Build on current best practice	Review in July 2018 then annually throughout the life of the Action Plan.	Head of People, Culture and Inclusion
	• Increase the number of new employees attending a University level Induction session	This is an opportunity for Executive Board to demonstrate their commitment to the Athena SWAN Charter.	80% of staff attending a central Induction in their first four months of employment.	Build on current best practice	Review of attendance in July 2018 then annually throughout the life of the Action Plan	Head of People, Culture and Inclusion
2017AP RR4 **Page 52**	• Introduce an 'update' opportunity for colleagues returning from career breaks, and for those that have been in-service for several years to coincide with significant work anniversary celebrations	Key messages delivered and increased new staff engagement with face-to-face Inductions.	50% of invited staff attending an 'update'.	Aug 2018	Review of attendance in July 2019 then annually throughout the life of the Action Plan.	Head of People, Culture and Inclusion
	• Conduct an on-line survey of newly recruited staff six-months after appointment and all established staff completing an 'update' to establish the effectiveness and revise provision in response to feedback.	This will enable us to monitor engagement, encourage attendance if opportunity not already taken and implement process improvement in response to feedback. As this action applies to all staff, we will have the data relating to PASS staff for our Silver Award application.	All staff either satisfied or very satisfied with Induction/update (4 or 5/5).	Will build on current best practice Survey introduced by July 2018	Review of survey results in July 2019 then annually throughout the life of the Action Plan.	Head of People, Culture and Inclusion

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
2017AP RR5 **Page 29**	Continue to review all staff on fixed-term teaching-only and teaching & research contracts and move these colleagues onto permanent contracts (unless there is a clear business need for a fixed-term contract *e.g.* maternity cover).	This affects proportionately more women than men and will result in improved employee career prospects and well-being by creating job security.	Elimination of these contracts for routine provision.	Commenced Aug 2016	July 2020	Faculty Exec Dean responsible for her/his Faculty.
2017AP RR6 **Page 45**	Use the feedback from colleagues leaving the University as part of our continual improvement programme: • Ensure that all leavers have the opportunity to complete an on-line questionnaire and to have a face-to-face discussion • Ensure that the new HR System records reasons for leaving using a consistent framework • Report any gender-related or wider EDI issues that are cited as a contributor to local (Faculty or PASS) EDI Committees • Develop and implement appropriate local and/or institutional actions • Update the Action Plan.	We need to develop a better understanding of the reasons why people leave so that we can make improvements in response to issues. Note that we are making this action relevant to both academic and PASS staff; as well as being able to address concerns arising from all our staff, we will have the supporting data that are required for our proposed Silver Award application.	All leavers receive a personalised invitation to complete the on-line questionnaire. 25% of leavers being interviewed. No difference in the turnover figures for men and women. Evidence that any concerns expressed are discussed at Faculty/PASS EDI Committees and changes fed into the updated Action Plan as appropriate.	Builds on current process	Review of data in Nov 2018 then annually throughout the life of the Action Plan.	Each Faculty HR Manager will be responsible for their Faculty and the Central Services HR Manager will be responsible for the Central Services departures. Deputy Director of HR – Services responsible for new HR system

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Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
**Appraisal and Promotion** EB member with overall responsibility for completion: – VP Human Resources, Paul Stephenson This theme examines the key points in career development and seeks to ensure that gender does not impact on the likelihood of success.
2017AP AP1 **Page 59**	Review and continue to refine the appraisal process for all academic staff: • Collect and analyse the appraisal ratings in terms of job grade and gender • Report the outcomes and any actions to increase confidence in the process.	We have introduced changes that are aimed at capturing the range of contributions that individuals make to the organisation and also reflect behaviour as well as outcomes. In making these changes we need to make sure that staff agree that the process is fair and that there are no unforeseen disadvantageous consequences for certain groups.	There should be no gender difference in the response to the questions in the Annual Staff Survey and Staff Culture Survey relating to appraisals.	Dec 2017	April 2018 then annually	Deputy Director of HR – Services
2017AP AP2 **Page 60**	Improve the awareness and uptake of career development opportunities by early career researchers (ECRs), especially women: • Review the FEPS trial aimed at improving the personal development section of the appraisal process by providing both appraiser and appraise with information on the various kinds of support available • Rollout best practice to the other Faculties.	Responses in the Careers in Research On-line Survey (CROS) indicate that women are less positive than men regarding their personal development and the role of the appraisal in encouraging them to undertake training/development opportunities. Improving the appraisal process is one way of increasing awareness, and thereby take up, of support available to ECRs.	Improve women's scores to be at least equal to men in the next Careers in Research On-line Survey.	Review of FEPS trial in progress	June 2018 for roll-out for next appraisal round.	Doctoral College - Lead for ECR Support.

Ref Page No.	Action	Rationale	Key Outputs/ Success I	Start	Schedule and Completion	Responsibility
2017AP AP3 **Page 29** **Page 40**	Actively monitor and encourage applications for Principal Research Fellow and Principal Teaching Fellow, from suitably qualified individuals from under-represented groups, as these grades are introduced in the 2017/18 promotion round.	We have introduced two new points on existing career pathways. Women and men should benefit equally from the changes.	The numbers being promoted to these new positions reflect the population at the Senior grade i.e. the gender-balance should be maintained or improved.	Preparation underway for promotion round starting Jan 2018	Promotion round will be complete by July 2018.	Provost with input from Faculty Exec Deans.
2017AP AP4 **Page 55**	Increase confidence in the promotion process by ensuring that it is fair: • Collect and analyse data relating to time between promotions according to gender, the effect of career breaks/part-time working *etc*. • Introduce an opportunity to comment on 'achievement relative to opportunity' in promotion paperwork • Ensure that one member of the promotion panel is charged with monitoring unconscious bias • As well as explaining the processes and expectations around promotion, incorporate the statistics relating to promotion outcomes into the Faculty 'Demystifying the Promotion Process' workshops • Ensure that unsuccessful applicants are given face-to-face feedback that acknowledges their strengths and gives clear indications of what is required for them to be successful.	In the Staff Culture Survey, 9% of female and 10% of male respondents disagreed or strongly disagreed that 'staff are promoted according to criteria that are independent of gender', whilst 76% of the men and 66% of the women agreed or strongly agreed with the statement. Thus, there is a need to increase confidence in the fairness of the process, especially amongst women. Showing that factors such as part-time working, career breaks *etc*. are taken in to account during the promotion process and that we are actively seeking to eliminate unconscious bias should lead to an improvement.	There should be no gender difference in the response to the question in the Staff Culture Survey and both men and women should have more confidence. We are setting ourselves the target of < 5% negative responses to this specific statement from both men and women in 2019, as it will take at least a year for the changes work through the system and then we will review the target annually.	This is underway for 2017/18 promotion round	Review of promotions data and results from Annual Staff Survey in July 2018 then annually throughout the life of the Action Plan. Within one month of decisions being communicated to applicants.	VP Human Resources Faculty Executive Deans to give feedback to unsuccessful applicants for non-professorial posts; Provost to deliver feedback for professorial posts.

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
2017AP AP5 **Page 55**	Improve the number of applications for promotion from women on the academic career pathways: • Review the effectiveness of the two trial workshop sessions run in FASS aimed at supporting women in their career development and preparation for promotion • Roll-out best practice to FEPS/FHMS.	Whilst the application and success rates for women applying for promotion are comparable with their male colleagues there is still a gender imbalance at the higher grades. We do not track the time between promotions (although this will be remedied by 2017AP-4) so cannot say that this is the cause but the literature shows that women undervalue their achievements and are more reluctant to apply for promotion. By providing development support and assistance with a case for promotion at an earlier point, we aim to increase the numbers of women applying for promotion and (if it is an issue) decrease the time between promotions.	Success rates and time between promotions are not influenced by gender.	Trial commenced Aug 2017	Review of trial in July 2018 after current promotion round. Roll-out in time for 2019 promotions.	Faculty HR Manager in FASS Faculty HR managers in FEPS/FHMS
2017AP AP6 **Page 46** **Page 56** **Page 61**	Undertake work to better understand the career development of Professional and Support Service (PASS) staff: • Collect and analyse data relating to grade, contract type and gender • Collect and analyse data relating to promotion of PASS staff • Establish Working Group(s) to look at issues arising.	Our understanding of the issues affecting the careers of PASS staff is not as well-developed as for academic staff and we recognise that we need to do more work in this area.	An understanding of the issues affecting PASS staff and appropriate measures put in place to address them.	Jan 2018	April 2021	Deputy Director of HR –Operations
2017AP AP7 **Page 69** **Page 72**	Introduce appraisal targets for Faculty Executive Deans relating to EDI initiatives with specific reference to gender equality: • Ensure adherence to the University policy that EDI is a	Executives Deans should be active role models and can do much to change the ethos of their Faculty by demonstrating their personal commitment to gender equality.	EDI becomes part of normal business and is embedded in our culture.	Aug 2018 for new appraisal targets	Review of appraisal data in Oct 2019 then annually throughout the life of the Action Plan.	Provost

	standing item on Faculty level committees • Require Executive Deans to evidence that they have encouraged and supported applications/nominations for women to sit on key committees/accept positions both internally and externally/be considered for awards and nominations.				

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Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
	Policies, Practices and Procedures EB member with overall responsibility for completion: – VP Human Resources, Paul Stephenson The policies, practices and procedures are tangible ways in which the values of the University are conveyed to our community so it is important that they reinforce the commitment to bringing about gender equality.					
2017AP PPP1 **Page 45**	Continue to monitor and provide funds to eliminate the pay gap at all grades for both academic and PASS staff. Continue to consider any gender related pay issues on promotion.	Over the last few years there has been considerable progress towards eliminating the pay gap but there are still issues concerning some PASS staff; this may be related to career progression rather than pay.	Where there are five or more men and five or more women at a given level the pay gap is maintained at less than +/- 5% (unless bigger differences can be justified).	Review commenced in Sept 2016	Report in Dec 2017 then annually.	Deputy Director of HR – Operations
2017AP PPP2 **Page 62**	Embed the use of the Maternity Leave/Shared Parental Leave planning document: • Improve planning so that parents feel better supported • Ensure that reduction in teaching/admin on return for research active academics is consistently applied and resourced • Increase the take up of Keeping in Touch (KIT) days through clearer communication of processes • Liaise with the nursery to provide new parents with information on 'trial day' availability well in advance to enable KIT days to be scheduled concomitantly.	The Focus Group (FG) highlighted differences in both the approach of line managers and the requirements of the parents. The checklist is a simple way to ensure that all aspects are applied consistently across the University so that staff feel supported and the transition back to work is as smooth as possible. The FG also highlighted issues with parents saving up their KIT days to use them just before returning to work only to find that they could not because they had also accrued Annual Leave; this can easily be resolved through better communication. Likewise there is a need to try to find ways of providing child care to coincide with KIT days.	All research active staff having reduced teaching/admin on return to work to allow them to re-engage with their research. Increase in uptake of KIT days from <15% to 20% in 2019 then plan further increases thereafter on the basis of feedback from returning parents. No staff leaving the University due to dissatisfaction with support during leave or on return to work (2107AP-RR6).	Commenced Sept 2017	Review in Sept 2018 then annually throughout the life of the Action Plan. Initial KIT target met by Dec 2019.	Deputy Director of HR – Operations with HR Managers

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
2017AP PPP3 **Page 64**	Promote and monitor the uptake of Paternity and Shared Parental Leave.	The Staff Culture Survey indicates that many people (27%) do not feel that they are kept well-informed of policies and 32% said that they have no awareness of them. We have made recent changes to the pay for Paternity Leave and envisage that this will enable more men to take it. Likewise, we want to see if the reduction in teaching/admin on return to work encourages more men to take Shared Parental Leave.	Target 80% awareness in next Staff Culture Survey. 100% of men taking Paternity Leave electing to take the full two weeks	Introduced Aug 2017	Review uptake in Aug 2018.	Deputy Director of HR – Operations
2017AP PPP4 **Page 64**	Update all HR policies so that wording is gender neutral *e.g.* Shared Parental Leave applies to all parents and communicate this appropriately.	We need to ensure that policies are inclusive.	Wording of policies is approved by all groups.	Commenced Summer 2017	July 2018	Deputy Director of HR – Services
2017AP PPP5 **Page 66**	Improve Flexible Working arrangements – Professional and Support Service Staff: • Collect data on current practices • Produce case studies highlighting best practices • Continue to support, receive input and take forward recommendations from the PASS staff Flexible Working Group.	In the Staff Culture Survey, only 2.6% of respondents disagreed or strongly disagreed with the statement 'I am supportive of flexible working' but 22% disagreed or strongly disagreed that 'The flexible working policies of the University promote a positive work-life balance for all staff'. We need to ensure that as many people as possible have the opportunity to work flexibly without disadvantaging their colleagues and other stakeholders.	Staff Culture Survey in 2019 shows a maximum of 10% of respondents giving a negative response to the statement about flexible working policies.	Build on current best practice	Dec 2018 for data collection and production of case studies. Input to be reviewed at UASIT meetings as it becomes available.	Deputy Director of HR – Operations Director of Equality, Diversity & Inclusion

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
2017AP PPP6 Page 66	Improve Flexible Working arrangements – academic staff: • Collect data on current practices • Produce case studies highlighting best practices • Review the Teaching Constraints Policy to offer staff maximum flexibility whilst balancing the needs of students • Bring forward the publication date for teaching timetables to allow better planning • Continue to support, receive input and take forward recommendations from the academic staff Flexible Working Group.	As above. The Flexible Working Group has identified that bringing forward notification of timetabled commitments would ease the pressure on those colleagues with, say, caring responsibilities who need to make arrangements.	Staff Culture Survey in 2019 shows a maximum of 10% of respondents giving a negative response to the statement about flexible working policies.	Build on current best practice	Dec 2018 for data collection and production of case studies. Timetables issued at least one month ahead of commitment. Input to be reviewed at UASIT meetings as it becomes available	Deputy Director of HR – Operations and Faculty HR Managers Director of Student Services and Administration Director of Equality, Diversity & Inclusion
2017AP PPP7 Page 66	Develop and implement a *Career Break Policy*	Whilst informal arrangements are in place, the University does not have a *Career Break Policy*. One has been developed and is currently out for consultation, having had outline EB approval.	Policy implementation.	Commenced June 2017	July 2018.	Deputy Director of HR – Services and Deputy Director of HR – Operations
2017AP PPP8 Page 62 Page 68	Travel Fellowships relaunched and extended as the Vice-Chancellor's Inclusion and Career Investment (VICI) Awards: • Broaden scope to include post-doctoral research assistants and PASS staff • Introduce a second award – VICI Award for Academic Returners – to provide financial support for research-active academics returning from shared parental leave/career	Whilst the current scheme has provided support to enable a number of individuals to travel and recoup the extra costs associated with caring responsibilities, by widening the scheme more people can benefit. Research-active individuals returning from maternity/shared parental leave already have a reduction in their teaching/admin.; this second type of VICI Award will provide funds to enable them to use this time even more productively.	90% or more of allocated funds distributed in each year. Impact statements show tangible benefits to award recipients.	Build on current best practice New scheme introduced Nov 2017	Review of data and impact statements in Nov 2018 then annually throughout the life of the Action Plan.	Vice-Provost Research and Innovation

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
CONTINUED	break for them to use to re-engage with their research • Monitor uptake and effectiveness annually • Publish impact statements to showcase the benefits of the scheme.					
2017AP PPP9 **Page 69** **Page 70** **Page 80**	Improve EDI Training for Heads of Departments (HoDs): • Ensure all HR policy updates are communicated to HoDs electronically and face-to-face at the regular HoD Briefing Sessions • Include more information on the responsibilities of HoDs with respect to EDI in the initial Induction and Leadership Training • At least one HoD meeting a year devoted to gender and race equality at Surrey with an opportunity to discuss issues and share best practice • Use the outcomes of these meetings to feed into the Action Plan.	Although some Heads are actively engaged with the Athena SWAN process and other EDI initiatives, many are not confident in their ability to deal with issues in their departments. Providing more training and support for Heads is part of the process of EDI becoming embedded and bringing about cultural change	As well as 85% positive response from all men and women to the statement 'The University values equality and diversity' [2017AP-S1], we will introduce more specific questions into the next Staff Culture Survey to assess attitudes.	Build on current best practice. Jan 2018 May 2018	Six-weekly throughout the life of the Action Plan. Dec 2018 Annually throughout the life of the Action Plan.	Provost Head of People, Culture and Inclusion Provost with Director of Equality, Diversity & Inclusion
2017AP PPP10 **Page 70** **Page 78**	Pilot a modified 'Report a Problem' function on the front page of the intranet: • Establish good practice through our EDI contacts at other universities • Develop operating procedure • Publicise, run and then review six month trial • Revise and/or implement.	The Staff Culture Survey indicated that whilst people did not generally have experiences of inappropriate behaviour, they were unclear as to what to do if they did want to report an issue that was not serious enough to warrant a formal grievance. This will give them a single point of contact.	Staff and students using the function appropriately. Increased awareness and confidence reported in the next Staff Culture Survey.	Nov 2017	Complete review of good practice by Dec 2017 Establish operating procedure by April 2018 Launch by May 2018 Review the use of the function in Dec 2018.	Director of Equality, Diversity & Inclusion in conjunction with the Director of Communications for publicity and website modification

Ref Page No.	Action	Rationale	Key Outputs/	Start	Schedule and Completion	Responsibility
2017AP PPP11 **Page 71**	Develop career opportunities for senior women (PASS and academic): • Use 30% Club and Women on Boards to provide opportunities external to the University • When the senior committee is predominantly male, select and encourage attendance from female deputies/alternates to improve gender balance and give women the opportunity to demonstrate their abilities • Run an annual workshop in which key role holders discuss the requirements of the role and how to prepare for it.	There is a need to provide more opportunities for women to demonstrate that they have the key skills and to increase their visibility prior to applying for a role.	3 or 30% women (whichever is the greater) on all senior committees as a minimum.	Jan 2018	Dec 2020	VP Human Resources
2017AP PPP12 **Page 74**	Implement the academic Workload Planning Model (WPM): • Analyse data from WPM to monitor any gender bias • Reallocate tasks to remove any gender imbalance, if required • Report findings as part of annual Athena SWAN report to EDC.	The University-wide workload planning model is being introduced this academic year (2017/18). In the Staff Culture Survey 61 (8.5%) people either strongly disagreed or disagreed that 'Work allocation is irrespective of gender'. These colleagues may be PASS staff but if they are academic staff then the WPM offers a method of tracking, and if necessary correcting, any gender imbalances. Reporting the data will improve confidence in the fairness of work allocation.	Staff Culture Survey in 2019 separates out academic and PASS responses and shows that 95% of academic staff think that work is allocated irrespective of gender. No cases of unfair work allocation on the basis of gender cited in promotion case paperwork section on relative opportunity.	Model introduced in Aug 2017	First review in Aug 2018 then annually throughout the life of the Action Plan. Report to EDC in Nov each year.	Provost
2017AP PPP13 **Page 74**	Consistent adoption of core hours: • University, Faculty and Departmental meetings, committees, boards and	The concept of core hours was introduced in 2016 and a number of significant meetings have been rescheduled yet 17.7% of respondents in the Staff Culture	No key meetings being held outside of core hours. Introduce a new question to the SCS in 2019 around	Build on current best practice	Review of data in Autumn 2018 then annually throughout the life of the Action Plan.	Provost (University meetings) and Faculty Executive Deans

Ref Page No.	Action	Rational	Key Outputs/	Start	Schedule and Completion	Responsibility
CONTINUED	workshops scheduled between 10:00 and 16:00 • Days of meetings rotated to allow for greater inclusivity • Increased use of 'meeting capture' technology • Increased use of e-communications to allow access to meetings	Survey disagreed or strongly disagreed that meetings were held within core hours (or with sufficient notice if outside of those times) so there is still work to do.	The ability of staff to attend/access key meetings and aim for a 90% positive response.			
2017AP PPP14 **Page 80**	Increase awareness of what is required to support the Transgender Community at Surrey: • Communicate updates to Transgender Policy. • Provide the LGBTQi+ Awareness training as part of our Leadership programmes and prioritise places for current Heads of Department (academic and PASS).	We are seeing increased numbers of transgender individuals joining the University or individuals transitioning whilst at University so we need to make sure that our policies support them and that colleagues are aware of how to apply the policies and handle cases appropriately.	All Heads of Department having completed the training by July 2019.	Jan 2018	July 2019 for current Heads training. Will need to continue to expand the training to other colleagues and for new Heads.	Head of People, Culture and Inclusion

[TABLE BREAK]

Ref Page No.	Action	Rationale	Key Outputs/ Indicators	Start	Schedule and Completion	Responsibility
	Communication					
	EB member with overall responsibility for completion: VP Marketing, Recruitment, Admissions & Communications, Mike Hounsell This theme ensures that the whole University community, including alumni and external partners, together with the public are aware of our commitment towards gender equality within a broader Equality , Diversity and Inclusion agenda and can see the challenges that we face and the progress we are making towards overcoming them.				
2017AP C1 **Page 75**	Prioritise the promotion of Athena SWAN and related activities via web-based activities: • Development of dedicated web pages and appropriate links summarising success stories and challenges • Publication of the Annual Report to Council detailing progress against the Action Plan on the webpages by Feb of each year • Articles in the internal facing *NetNews* – minimum of one a month.	This will provide increased visibility of gender equality issues to internal stakeholders, promotion of positive changes and celebration of successes. Engagement with external stakeholders, including prospective employees and students, will be enhanced by illustrating the commitment the University is making to gender equality.	Informed and engaged community: 100% of responding academic staff aware of Athena SWAN activities as measured in staff surveys. 60% of PASS staff aware of Athena SWAN activities as measured in staff surveys in 2018 rising by 5% per annum(some members of this group *e.g.* cleaners, estates staff) are very hard to reach particularly if they work shifts and do not have regular on-line access, so a 100% target is not realistic although use of alternative means of communication such as leaflets will be deployed Website hits from internal and external users that show increased engagement year-on-year.	Build on current best practice	The communication activities need to take place throughout the life of the Action Plan and will be monitored at the UASIT meetings. Awareness of Athena SWAN will be assessed annually in the Staff Survey (open in Feb and March) and reported in July throughout the life of the Action Plan.	Director of Communications for communication aspects Deputy Director HR – Services for reporting results of Staff Survey

Ref Page No.	Action		Key Outputs/ Success	Start	Schedule and Completion	Responsibility
2017AP C2 **Page 75**	Prioritise the promotion of Athena SWAN and related activities via events such as: • VC's *All Staff Briefings* in May and Nov – ensure that they provide an update on Athena SWAN activities • Annual *Bitesize Briefing* updating internal stakeholders (joint with the RECM lead) in Oct • Annual Athena SWAN lecture in Feb • International Women's Day events in March • International Women in engineering events in June.	By maintaining a calendar of regular events we will increase the visibility of gender equality issues to internal stakeholders, have vehicles for the promotion of positive changes and the celebration of successes and help to embed such activities within 'normal' University business.	High attendance (>80% venue capacity) at relevant events with positive feedback. Informed and engaged community as measured by responses in Annual Staff Survey (as above).	Build on current best practice	Dates as specified in the action. Awareness of Athena SWAN will be assessed annually in the Staff Survey (open in Feb and March) and reported in July throughout the life of the Action Plan.	Director of Communications for events schedule Deputy Director HR – Services for reporting results of Staff Survey
2017AP C3 **Page 75**	Continue to audit imagery in all 'hard copy' and electronic publicity material: • Embed the use of the EDI checklist by the Marketing, Recruitment, Admissions and Communications teams • Commission imagery of under-represented groups, especially black and minority ethnic women. • Create at least one significant exhibit relating to 'Women at Surrey' per year and build up an archive of exhibits.	Our work to date has revealed some good examples but these are not widespread and we recognise that our imagery needs to be a fair reflection of the current diversity of the community at Surrey, with some degree of aspiration to address imbalances and to encourage change, without being misleading.	All imagery meets EDI guidelines without the need for revision. Annual audit confirms that University web site main pages, *NetNews* items *etc.* contain no more than 40% of a single gender per page of content.	Build on current best practice Jan 2018 for new imagery Jan 2019 for first new exhibit	Throughout the life of the Action Plan for use of checklist. First audit by July 2018 then annually. Dec 2018 for new imagery. June 2019 for first 'Women at Surrey' exhibit.	Director of Communications

Ref Page No.	Action	Rationale	Key Outputs/ Success I	Start	Schedule and Completion	Responsibility
2017AP C4 **Page 75**	Ensure that key events in the University calendar have an appropriate gender balance of speakers/key participants: • Introduce quotas for composition of platform parties, keynote speakers *etc.* in Degree Celebrations • Honorary Degree committee to consider diversity and in particular gender when selecting recipients • Faculty Research Festivals, Doctoral College Conference *etc.* to continue to have both men and women in key roles.	These events are opportunities to confirm our commitment to gender equality.	30% of key roles allocated to women (or men, if under-represented) or a minimum of 3 people from the under-represented gender, whichever is greater, at all events.	Build on current best practice	Report to EDC in Nov annually throughout the life of the Action Plan.	Director of Communications in conjunction with: Director of Student Services and Administration for Degree-related activity Associate Deans Research for Faculty Research Festivals Director of Doctoral College for annual Conference.

[TABLE END]