

#	Action	Objective(s)	Responsibility of	Timescale	Success Measures	Progress at 13th Nov 2019	Category
1	Maintain membership of the E&D committee.	To ensure that the E&D committee represents all groups of staff and students whilst at the same time having an acceptable gender balance	Deputy Director and E&D committee Chair	From January 2016	All staff and students are represented on E&D committee and gender balance achieved.	E&D committee membership objectives achieved with 26 members. Gender balance F15:M11	General committee business
2	Encourage E&D committee members to engage with University E&D Network events.	To ensure E&D committee members learn and share good practice	Deputy Director and E&D committee Chair	From January 2016	For 30% of Network events there should be at least one IoA E&D committee member in attendance.	Probably falling short of the target at the moment.	General committee business
3	Hold frequent E&D committee meetings.	Embed E&D practices (including those of Athena SWAN and JUNO) in IOA culture, to monitor data, to monitor action plan, to make and review progress.	E&D committee Chair	From March 2016	Progress against action plan monitored and discussed as a standing item at Academic Staff Committee and Senior Management meetings. Regular reports to School E&D Forum and University E&D Committee. Good survey feedback.	Achieved. Meeting frequency at least 4 times per year and higher when needed (e.g. in preparation for Athena Swan and Juno applications).	General committee business
4	Issue annual questionnaires to all individuals at the IoA (staff and students).	To assess success and impact of measures introduced and identify new issues which need to be addressed through the action plan.	E&D committee chair	Began early 2016. Repeat annually around May.	High completion rates (> 60%) across all staff and student groups. Results analysed and shared across the Department. Successes celebrated and further areas for improvement identified.	Questionnaires created (one for undergrads and one for everyone else). 3rd round completed	General committee business
5	Run open workshop with role models (monitoring attendance by gender)	Create interactive discussions on a range of topics e.g. work/life balance	The E&D committee	Dec 2017. Repeat annually	> 50% of postdocs and PhD students participating within 2 years; feedback recorded for each event	Not started.	Career support
6	Host HR-led presentations/workshops on shared parental leave and other policy developments	Inform IoA members of HR policies.	School HR team	May 2016. Repeat as necessary	> 50% of postdocs and PhD students participating within 2 years; feedback recorded for each event. Awareness checked via annual survey.	First and only presentation took place April 2016. Attendance was high.	Career support
7	Highlight senior female staff more clearly on IoA website	Increase the visibility of senior roles played by women in IoA.	E&D committee website sub-committee	By Feb 2017	Annual questionnaire feedback should indicate high awareness and visibility of senior women (>70%)	E&D committee webpages sub-committee formed. Bios on Webpages.	Under-representation of women
8	Highlight senior female staff on IoA photo-board and other prominent positions.	Increase the visibility of senior roles played by women in IoA.	Dept Administrator	By Dec 2017	Annual survey feedback should indicate high awareness and visibility of senior women (>70%)	Women in astronomy posters prominently displayed in Hoyle building since Feb 2019.	Under-representation of women

9	Bring appraisals earlier in postdoctoral contract (within first 6 months and annually thereafter).	To ensure that the appraisal process achieves its purpose because: A) if the first appraisal is too late there is a danger that the end of the appraisee's contract will be too soon for agreed actions to take place). B) Increases the chance of the appraisee having a second appraisal.	Dept Administrator	Began January 2016	Target 80% appraisals under new scheme in academic year 2015-16; 100% by academic year 2016-17	In operation - started in 2016. Targets being met.	Career support
10	Let tenured academic staff know that they have the option of having appraisals more often than biennially if they so wish.	To maximise the effectiveness of appraisals for tenured academic staff.	Dept Administrator	Began January 2016	50% uptake under new scheme 2017-18; annual survey should indicate less than 15% dissatisfaction with frequency of appraisals.	In operation - started in 2016.	Career support
11	Publicise appraisal training for reviewers and reviewees.	Engage with School wide review of appraisals.	School HR team & Dept Administrator	Began academic year 2016/17	Information is provided and School-wide appraisal processes are updated. Training is actively promoted via email and at induction. Satisfaction with appraisal process is increased (as monitored by survey).	In operation. In 2016 satisfaction was 56% at School level and 61% for IoA.	Career support
12	Director reviews and shares relevant appraisal data with E&D committee Chair.	Use appraisals for effective information gathering regarding Athena SWAN issues	E&D committee Chair & IOA Director	Review in May annually from 2016	Good feedback on appraisal process via the annual survey.	In place and operational.	General committee business
13	Add item on work/life balance to appraisal checklist.	Create opportunity to discuss workload and work-life balance issues in all appraisals	Dept Administrator	Began January 2016		Done	Work/life balance
14	Monitor attendance of Colloquium by gender (time changed in response to staff consultation)	Optimise Colloquium timing to ensure inclusivity including those with caring responsibilities	E&D committee	From Jan 2016	Attendance records and annual questionnaire must indicate that the re-timed Colloquium has enabled better attendance including by those with caring responsibilities.	13.4% of respondents to questionnaire said that retiming the colloquium start from 4:30 to 4:00 had enabled them to attend more frequently. The attendance of females varies between 20-25%.	Work/life balance
15	Review how the possibility of flexible working is publicised.	To ensure that 'best practice' on flexible working is universally followed by all line managers.	E&D committee	By Oct 2018	Creation of a set of guidelines.	Not started yet.	Work/life balance
16	Review library holdings and web links relating to work/life balance issues in science	Improve information available on work/life balance issues in science	IoA librarian	By Oct 2018	Questionnaire feedback should indicate increased awareness of issues compared to previous questionnaire feedback.	Not started yet.	Work/life balance

17	Publicise Dignity@Work contacts.	Improve information available regarding pastoral support	Dept Administrator	From May 2016	Annual questionnaire feedback should indicate at least 60% awareness of sources of help if required	69% of questionnaire respondents were aware of our dignity@work contact before taking the questionnaire. The survey will have increased the awareness further (i.e. all respondents were aware after completing the survey).	Bullying and Harassment
18	Send welcome letter sent to all incoming researchers/students.	Improve support for new arrivals.	Deputy Director	From Oct 2016	Feedback via appraisal system and annual questionnaire should indicate that researchers/students are happy with the support they get when they first arrive.	In operation since Oct 2016	Career support
19	Set up a diversity forum and publicise it to all staff & students	Check for any diversity issues	E&D committee member(s)	By Dec 2017	Meeting frequency should be at least twice per year.	Not started yet	Inclusion and fairness
20	Review advertising process for new vacancies including gender neutral criteria and wording of adverts.	Ensure recruitment process is attractive for women.	Tenured staff E&D committee members + HR Administrator.	From October 2016 onwards	Fraction of female applicants for tenured academic jobs should be 25% or more (increased from current 16-19%)	The female application fractions for the 3 lectureships since 2016 were 31% (exoplanets/earth science) and 18% (astrostats) and 30% (general).	Recruitment
21	Create and operate an Astro-Postdoc committee	Improve the representation of the researcher community	E&D committee researcher representative(s)	Academic year 2016-2017	Researcher issues discussed and actions developed and adopted	Astro-Postdoc committee created in 2016	Inclusion and fairness
22	Review and revise available material for recruitment/induction	Publicise family friendly information to potential and new staff	Staff representatives on the E&D committee + Dept Administrator + HR Administrator	By October 2016	Annual questionnaire feedback indicates sufficient awareness (>50%) of family friendly processes.	Material updated summer 2016. In 2018 62% of questionnaire respondents were aware of the new arrangements for shared parental leave. This dropped to 44% in 2019.	Recruitment
23	Gather information about local nursery provision/school catchment areas and make details easily accessible	Publicise family friendly information to potential and new staff	Staff representatives on the E&D committee + Dept Administrator	By Dec 2018	Existence of a document with the collected information. Usefulness of this shared information assessed via the annual questionnaire.	Not started yet.	Work/life balance
24	Require recruiters and line managers to take University E&D training	Ensure appropriate training for recruitment panels.	IOA directorate	By December 2017	Target 90% compliance by Sept 2017; 100% compliance by Dec 2017.	School confirmed June 2016 that all staff are expected to complete online E&D training. Compliance currently being achieved	Recruitment
25	Require recruiters and line managers to take Unconscious Bias awareness training	Ensure appropriate training for recruitment panels	IOA directorate	By Dec 2017	100% Compliance within 2 years of training availability	Special unconscious bias training session was provided for the IoA in June 2016 and was attended by 55 people. On line training now being used and target has been met.	Recruitment

26	Introduce a pilot scheme where the IoA underwrites a contract extension for researchers who took maternity leave or shared parental leave.	Provide additional support for carers on fixed term contracts	IOA Directorate + Finance Officer	Introduced from 2016	Resources secured. Feedback/impact sought from beneficiaries; adoption of scheme in other institutions	Started	Work/life balance
27	Interview all returning carers	Improve information sharing for returning carers	Dept Administrator	From June 2016	100% returning carers interviewed by end of 2016. Any additional issues identified addressed by new actions.	Started and in progress.	Career support
28	Identify existing returned carers willing to provide information and support to new returners and facilitate liaison between them	Improve information sharing for returning carers	Dept Administrator	By Mar 2018	Staff willing to act as maternity/returning carer contacts identified.	In progress.	Career support
29	Provide information on KIT days/ graduated return options/Returning Carers' Scheme etc	Improve information sharing for those taking care leave	Dept Administrator	Academic year 2015-16	Aim is that 100% of eligible staff are aware of options and support available	In progress.	Work/life balance
30	Publicise paternity leave regularly by newsletter	Encourage paternity leave uptake	Dept Administrator	Academic year 2015-16	Increased uptake of paternity leave: Should have at least 75% of new fathers using paternity leave instead of vacation time by 2017	Increase in number of requests made about leave by prospective fathers	Work/life balance
31	Request notification of paternity	gather data regarding paternity leave uptake	Dept Administrator	Academic year 2017/18	Accurate data on paternity leave uptake rate available	Not started yet.	Work/life balance
32	Publicise shared parental leave policy by newsletter, email circulation, HR presentation and in induction pack	Raise awareness of enhanced shared parental leave policy	Dept Administrator	From Mar 2016	Awareness of shared parental leave policy measured via annual questionnaire (target > 70% by 2017).	Presentation took place in IoA April 2016. Already had some uptake. Survey indicates 62% awareness.	Work/life balance
33	Publicise Returning Carers' Scheme	Facilitate international academic travel for carers and support career development following a period of care leave	IOA Director & Dept Administrator	Scheme invites applications biannually	Applications to Returning Carers scheme by all eligible staff supported by Director by 2017	2018 survey indicates 58% awareness amongst IoA members. Figure fell to 43% in 2019.	Work/life balance
34	Identify mentors for those wishing to apply to Returning Carers Scheme	Facilitate international academic travel for carers and support career development following a period of care leave	Deputy Director	From 2016	Current high level of successful applications is consistently maintained in the future	Potential Mentors identified.	Career support
35	Review further cost-effective measures and funding sources to facilitate academic travel for carers (e.g. to pay for childcare).	Provide further support schemes to assist mobility and career development of carers.	E&D committee and IOA directorate	Academic year 2017/18	Funds should be identified and new schemes introduced by 2018	Not started yet	Career support

36	Investigate University and other funding options regarding hiring those in dual career academic relationships	Explore options for providing bridging resources to those coming to IOA through spouse obtaining a permanent position	IOA Directorate, School Physical Sciences	Academic year 2017-2018	Progress in developing a long term strategy to address issue. Options piloted in the IOA	Not started yet	Recruitment
37	Initiate and maintain contacts with other major astronomical centres.	Share good practice on support for women in Astronomy	E&D committee + IOA Directorate	March 2016 and actively from academic year 2017-2018	Establish a two-way flow of ideas regarding improving support measures and addressing the loss of women in the global astronomy career pipeline.	Professor Meg Urry, current President of the American Astronomical Society and champion of women in astronomy visited Cambridge and IOA in March 2016. E&D committee member registered for "Women in astronomy 4" conference in Texas in June 2017.	Under-representation of women
38	Write to appointment committee chairs to be mindful of unconscious bias.	Maximise representation of women on shortlists for tenured posts	IoA Director	From Nov 2016 onwards	At least one female candidate on all shortlists.	Since action started there have been 3 recruitments: with 3 out of 5, 1 out of 6 and 5 out of 9 females on the short-list.	Recruitment
39	Write to appointment committee chairs to be mindful of unconscious bias and to request that female candidates are appropriately represented on the short-list.	Maximise representation of women on shortlists for tenured posts	IoA Director	From Nov 2016 onwards	At least one E&D committee member on a committee	Since action started there have been 3 recruitments with 1, 3 and 5 IoA E&D committee members.	Recruitment
40	Compile information pack and give it to people before they arrive.	Improve information given to new starters	Dept Administrator	From Aug 2017	Confirmation that people are receiving the info pack. Confirmation that it has value through appraisals and the annual questionnaire.	Done.	Recruitment
41	Investigate salary information for postdocs to check that there is no unfair gender bias (or any other unfair bias)	Eliminate any gender bias (if any) for postdocs	IoA postdoc committee	From Jan 2017	Collection of data is achieved.	Done.	Inclusion and fairness
42	Organise a focus group for support staff	Explore the satisfaction/dissatisfaction of support staff	E&D committee Chair	Before April 2018	Event should happen and it should inform future actions.	Not started yet.	General committee business
43	Introduce a code of conduct for conference attendees which is given to them as part of the conference information pack.	Clarify to visitors attending IoA hosted conferences what is regarded as acceptable/unacceptable behaviour.	Academic staff committee	By Dec 2017	Creation of document. No evidence of unacceptable behaviour.	General code of conduct drafted. This is published on the IoA webpages and included in induction pack and conference information packs.	Bullying and Harassment
44	Write to all seminar organisers to be mindful of the needs of carers when deciding the event's timing.	Help carers to be able to attend all seminars.	E&D committee chair	Start Aug 2017	All events scheduled in core hours	Some progress.	Work/life balance

45	Regularly write to all seminar organisers to be mindful of gender balance when selecting speakers.	Promote the visibility of female scientists	E&D committee Chair	Start Aug 2017	Number of female speakers should be in the range 25-40%	Organisers are more aware.	Under-representation of women
46	Encourage senior staff to invite suitable female applicants to apply for advertised research positions	To maximise the number of female job applicants for research posts	IoA Director	From Sept 2016	Female job application rate > 20%	Done for last 3 tenured posts. The female application fractions were 31% (exoplanets) 18% (astrostats) and 33% (general).	Recruitment
47	Consider what support can be given to those who make unsuccessful grant applications	Improve grant application success rate. Improve moral within the IoA.	E&D committee and academic staff	By Dec 2019	Measure success via questions in annual surveys.	Not started yet.	Career support
48	Develop a formal workload model for academic researchers on fixed-term contracts.	Give credit to fixed-term contract research staff for non-research work done.	E&D committee and academic staff	From Oct 2017		Some initial progress.	Career support
49	Work out how to encourage men to apply for administration support roles	To improve the gender balance of this group and to counter unconscious bias associating women and lower-paid, less prestigious work.	E&D committee and academic staff	By April 2018	The creation of a specific plan	Not started yet.	Inclusion and fairness
50	Develop specific ideas to improve job satisfaction of non-academic staff.	To improve relations between the academics and the non-academics (including support staff) some of whom currently feel undervalued.	E&D committee and academic staff	By April 2018	The creation of a specific plan	Not started yet.	Career support
51	Encourage incoming female researchers to meet with at least one of the female tenured academic staff.	To provide a female perspective for incoming female researchers.	Dept Administrator	From Sept 2017	Measure uptake. Survey responses.	Not started yet.	Career support
52	Director introduces deputies (including female deputy director) to all staff & student cohorts at introductory talks at the start of the academic year.	Increase the visibility of senior roles played by women in IOA (2015 survey suggested some staff and students unaware of women playing senior roles in the Institute)	IoA Director	Start 2016	Annual questionnaire feedback should indicate high awareness and visibility of senior women (>70%)	Success measure achieved Oct 2016. Currently, we don't have a female deputy director.	Under-representation of women
53	Organise work-life balance sessions for postgraduate students.	To help postgraduate students to manage combining their work with their personal lives.	The E&D committee	By Dec 2018	Completion of sessions. Attendance >70% of postgrad students. Good feedback from survey.	Not started yet.	Work/life balance
54	Set up a E&D committee subgroup to consider what the IoA should do in the event of an actual report of bullying or harassment.	Help anyone who feels they have been harassed or bullied. Prevent further instances of bullying.	The E&D committee	By April 2018	Create a document explaining what people should do and what the process is. Confirm that people who need to act are aware of their responsibilities. Confirm that the procedure is fully-compliant with general University procedure.	Was set up. Has produced a code of conduct.	Bullying and Harassment

55	Consider what can be done to help people avoid and/or manage stress.	Reduce work related stress.	The E&D committee	By Sept 2018	Improved feedback in annual survey.	External expert speaker gave a talk in May 2017. Further consideration to follow.	Work/life balance
56	Form a continuously active search committee to identify and engage with strong scientists who might consider moving to a tenured position at the IoA.	Ensure that we are not overlooking or discouraging strong female candidates in our recruitment exercises for future tenured positions.	Director and academic staff committee	By April 2018	Success measured through application, short-listing and appointment statistics.	Not started.	Recruitment