### SEMS Action plan as of April 2016

| **Action** | **Description of action** | **Success Measure** | **Action taken already at April 2016** | **Further action planned at April 2016** | **Impact to date** | **Action owner** | **Time scale** | **Start date** |
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| **1** |  | **Recruitment and outreach activities** |
| 1.1 | Incorporate recruitment and outreach activities that are specifically targeting female students into the School action plan for outreach and admissions at UG and PG level | Continued interest of female students in the taster courses targeting womenMove towards a female:male ratio of 1:1 in traditional engineering and materials subjectsTargeting an overall female:male student ratio of 1:1 in all outreach activities | Taster course “Women in Engineering” has been running successfully since 2004The practicals of the taster courses, including “Women in Engineering” have been updated and modernisedFemale only Headstart course has been running since 2012SEMS employs a dedicated Outreach and Recruitment Officer and a Marketing, Communications and Admissions Manager.STEM event with other QMUL Schools for 60 female year 9 & 10 students on International Women’s day.Recognised first ‘National Women in Engineering Day’ by writing a blog | Headstart course, Women in Engineering taster course, events for International Women’s day and National Women in Engineering Day will continue to run on an annual basis.Widening Participation event will be expanded to target female students from lower socio-economic groupsPractical component of Female only Headstart course will be updated. | Percentage of female students on traditional materials and engineering programmes consistently higher than national average. | Marketing, Communi-cations and Admissions Manager | 2015/16ongoing | 2004 |
| 1.2 | Monitor UG and PG student data by genderAnnual report to-Executive Team-Staff meeting | Provide feedback to recruitment process annually. When positive trend is observed analyse reasons to build on it. If negative trend is seen form an action group to remedy | Data collected with the help of the planning office and discussed by SAT | Data will continue to be provided by Planning to the school in spring and will be reviewed every year | Feeds into AP1.1 | Marketing, Communi-cations and Admissions Manager | ongoing | 2013 |
| 1.3 | Develop webpage advertising women’s achievements and non-standard career paths  | Good gender balance in student and staff applications, to be benchmarked with other Russell Group Engineering Schools (?figure needed) Feeds into AP1.1 | News items already show achievements of women in the schoolSchool Athena Swan webpage developed and updated regularly | Develop an Athena Swan web forum to share the ideas and best practice  | Feeds into AP1.1 | Business System manager, SAT chair  | Dec. 2016 | May 2016 |
| 1.4 | Raise the profile of the School’s research and teaching subject areas | Broaden the School’s appeal to different groups, particularly those currently under-represented in our staff and student body including womenFeeds into AP1.1 | News items appear on the School’s webpage on a regular basis. Media campaign with news stories, Staff encouraged to put news stories forward to expand the media campaign‘Student voices’ page on the websiteA minimum of 70 outreach events per year such as school visits and taster coursesSchool publications sent to schools and handout at open days, taster courses etc. | Develop a target school list with secondary schools which produce qualified students who do not go to study STEM subjects and schools with low participation in STEM subjects from female studentsAppoint Female Student Ambassadors from top prize winners for outreach activities  | Continuous increase in entry tariff of incoming students including female students | Marketing, Communi-cations and Admissions Manager  | July 2016 | 2004 |
| 1.5 | Monitor staff destinationsAnnual report to* Executive Team
* Staff meeting
 | Provide complete information about reasons for leaving to catch any gender biased trends and feed them back to the Executive Team for analysis and action if required | Destinations of leavers over the last three years were recorded with the help of the School’s personnel managerExit interviews have been carried out. | Continue exit interviews |  | School Manager  | Annual report will be given to the SAT in Oct | Nov. 2012 |
| 1.6 | Encourage women to apply for fixed term and permanent posts | Improve the gender balance in applications to achieve 20% of female academic staff (grades 6 to 8) with at least 15% of women at each academic grade by 2020 | Appropriate women were invited to apply for academic posts.Athena SWAN logo displayed on School webpage and the School’s vacancy webpageThe Athena SWAN logo is on adverts. The advertisement text used for advertising research and academic posts has been revised.Female representation on interview panels.All staff trained for fair selection. | SEMS will become an Education Member of WES. The membership will allow advertising of academic positions to a community of women engineers. | Three women recently recruited to permanent academic staff 🡪 15% of academic staff (grades 6-8) are female with ≥8% of women at each academic grade.Another female professor to join in Sept. 2015. | HoS, School manager | Dec. 2016 | Oct. 2012 |
| 1.7 | Improve the recruitment process for women for PhD studentships | Improve gender balance in interviews and acceptances of PhD studentships (by acceptances do we mean offers made that are accepted?). That would be a fair measure, but I would be worried to use increased number of offers made to females, because may add positive bias | Staff have been asked to ensure female representation on PhD recruitment panels.  | Monitor implementation of scheme.To avoid overburdening female staff, PDRAs will be encouraged to sit on panels.Provide fair selection training to postdocs prior to interviewing.  | Maintained percentage of female PhD students far above national upper quartile. | Research Manager | Oct 2016 | Oct 2014 |
| **2** |  | **Career Development** |
| 2.1 | Support the career development of PDRAs | Help PDRAs with their transition to permanent posts in academia and industry Destinations of PDRAsThe number and ratio of PDRA successfully obtained permanent academic positionsShould include other types of outside-the-bench career paths still needing a previous PDRA position | 2 annual networking events organised by the school; Events organised by the Learning Institute and the university’s researchers’ career officer have been advertised to PDRAsA school wide mentoring scheme for postdocs has been introduced. A QMPlus forum for researchers has been set up to encourage postdocs and PhD students to network with each other across the school. | Monitor the effectiveness and further develop the school wide mentoring scheme for PDRAsMaybe include mentors outside the academic remit?Set up workshop centring on job applications, CVs and the selection process. | Positive feedback from postdoc mentoring scheme | Executive team | Oct 2016 | Oct 2014 |
| 2.2 | Improve staff induction and raise awareness of Athena Swan | Raised awareness of the progress of the Athena SWAN action plan in SEMS and flexible and part time working policies of the schoolStaff survey results on the Induction process | Development of a new induction programme for staff in 2011/12 Athena SWAN session has been developed as part of the induction processAthena Swan is now a standing item on the agenda of staff meetings.Part time working guarantee was publicised at staff meetings and in the school news, which are circulated by email and are available on our webpage. | Continue annual Athena SWAN sessions as part of the induction process – one page introduction for Athena SWAN to be included in the induction documentsContinue to develop a dedicated Athena Swan website |  | Chair of the SAT | OngoingApril 2016 | July 2012 |
| 2.3 | Support academics to develop their profiles for promotionSupport technical staff to develop profile including training, mentoring, equivalent promotion, etc. | Encouragement of staff to apply for promotion at the right time of their career development to support increase of female representation at all academic grades to a minimum of 15% by 2020.Staff survey results | Professorial advisory group of the school to act as mentors for staff seeking promotion and to encourage staff actively to apply when ready.Piloting of the new system CADRe in the School.The appraisal scheme was improved after the first run.Women encouraged to attend leadership programmes. | Unconscious bias training for professorial advisory group.HoS to encourage staff to attend ‘pathways to promotion’ workshops. | Increased number of female academics applied for promotion.Three recent promotions of women, one to senior lecturer, one to reader, one to professor. | HoS | 2015/16ongoing | May 2012 |
| 2.4 | Raise awareness of Women’s Engineering Society (WES) among female students | Raised awareness of issues affecting the career development of females in a male dominated subject area. | 3-5 students have been sent to the WES student conference since 2012Advertise the WES membership | Publicise WES student conference to increase uptake by students. | Attendees reported “a confidence boost”, “practical advice for career development” and “acquired networking skills” | Director of taught program-mes | ongoing | Nov 2012 |
| 2.5 | Providing support to Engineering and Materials student society at the School | Raised interest in student society. New forum for social and professional interaction for students and academics | Communication with student societies has been established. Events (seminars, workshops) have been planned since 2012/13 | Continue providing support to student societies in the organisation of useful events and establish a constitutionConsolidate the newly formed WES student group |  | Industrial placement manager | Nov 2016 | 2012 |
| 2.6 | Improved tutorial support | Improved study skills for all students leading to better academic performance in the first year cohort and reduced drop-out rates of less than 5% | A structured tutorial system is currently implemented to ease the transition from school to universityParticipation in the Peer Assisted Study Support (PASS) scheme.A new module MAT4444 has been arranged for first year students, and specific tutorial sessions have been tailored accordingly | Continue to improve new tutorial system in response to the needs of the students. | Positive feedback from focus group on training for CV and cover letter writing and help with transition from school to university.Materials and Aerospace Engineering consistently ranked in top five for overall satisfaction in NSS | Deputy Director of taught program-mes  | April 2017 | Sept. 2012 |
| **3** |  | **Organisation and Culture** |
| 3.1 | Ease the transition from school to an engineering course for women | Progression rates >95% for women from first to second year | Ensure that women are not isolated in tutorial groups by assigning more than one woman to a tutorial groupThis principle is now extended to laboratory groups | Continue to ensure that women are not isolated in any teaching groups formed throughout the course. | Drop-out rate currently at 5.8%Feeds into 2.6 | School Manager | April 2015 | Oct. 2014 |
| 3.2 | Improve representation of different genders and grades on different committees | Good balance of genders and grades on all decision making committees to improve fairness of decision making processesFemale:male ratio in committees | The balance of gender and grades on the Research committee improved by co-opting a female senior lecturer onto the committee. | Review committee membership on an annual basis and co-opt additional members onto committees when an improvement in the balance of genders and grades is required. | The research committee now has two female members thanks to recent restructuring of the committee structure and recruitment. | HoSSchool Manager | Review every year in May | Sept. 2012 |
| 3.3 | Improve the distribution of workload across the School | A fair distribution of the workload among all academic staff including teaching, administration, outreach and university activities | A new workload model is currently being piloted in the school | Solve problems with workload model and publish to staff |  | HoS | June 2015High priority | May 2012 |
| 3.4 | Improve involvement of staff who are working flexibly in the School | Participation of all staff in academic staff meetings and their involvement in the decision making processes of the school | Improved timing of staff meeting by organising them in core working hours (10-4) and on different week days to ensure that part time academic staff members can attend most of the meetings.Academic staff meeting now extended to include all staff to give everybody a voice in the development of school policyLunch time School forums focused on specific topics introduced to allow all staff to contribute to school matters. | Continue to record staff meetings | More inclusive working environment Core hours confirmed by culture survey | School Manager  | ongoing | Nov 2012 |
| 3.5 | Increase the number of female speakers | Move towards 25% of female seminar speakers to provide a larger number of female role models | Gender balance of seminar speakers over the last three years has been recorded and heads of research groups have been asked to address the gender balance of the speaker invited by their groupsThe School runs informal seminar programmes at which the female postdocs and PhD students frequently talk. | Record gender balance of speakers twice a year. Alert heads of research groups if the female to male ratio falls below an acceptable level.To implement a School Athena SWAN Research seminar series, inviting 5-8 female speakers each year | Increase in the number of female seminar speakers from 11% to 23% over the last 4 years  | Research Manager  | ongoing | Aug 2012 |
| 3.6 | Develop female named prize | Encouragement for female students and promotion of positive role models | A substantial number of industry funded prizes is awarded annually to female and male undergraduate and postgraduate students at all levels at the Graduate Road Show thereby encouraging all students to do well in their courses.A female named prize, the Beryl Beadle prize, has been introduced and awarded twice. | Continue to award Beryl Beadle prize |  | Director of taught program-mes | ongoing | Oct 2013 |
| 3.7 | Improve social aspect of School | Event organised in Summer 2013 and every year if successfulFamily friendly culture is promoted | Summer party and Christmas party for all PhD students and staff are seen as positive to working culture Summer party has been turned into a family friendly gathering in a park close to the university | Continue to organise family friendly social gatherings twice a year in core working hours. | Good working relationship between different staff groupsPositive feedback from culture survey | School manager | ongoing | Oct 2012 |
| 3.8 | Monitor staff satisfaction | Feedback to all other action points | SEMS culture survey run in 2014Actions devised to address problems identified in culture survey | Repeat of culture survey, devise further action to address any potential problemsRefine SEMS culture survey in light of QMUL-wide survey to avoid repetitionContinue to promote women in engineering and awareness of Athena Swan |  | SAT chair | May 2016 | Nov 2014 |
| **4** |  | **Career breaks/flexible working** |
| 4.1 | Improved flexibility for academics  | Improved image of part-time working staff, greater flexibility for all academics | Part time working guarantee introduced by which a member of staff who decides to work part-time can come back to her/his previous maximum FTE at any timeA remote desktop for working from home has been available for more than 10 years.Teaching is organised in groups of two or more staff to allow flexibility for half term holidays, conference attendance etc. | Publicise part time working guarantee to all staff  |  | HoS | ongoing | Oct 2012 |
| 4.2 | Improved support for staff members returning from maternity leave or long-term illness | Enable returning academics to maintain a high career trajectory (e.g. re-energise research) | A policy that provides additional support depending on the individual’s needs such as a reduced teaching and administration load in the first full semester after returning or the employment of a PDRA to run the research group during the period of absence has been introduced (see case study). | Publicise the scheme to all staffMonitor efficiency of the new policy | The research group of a senior lecturer on maternity leave was run by an experienced postdoc whose contract was extended by 9 months.  | HoS | ongoing | Oct 2012 |