

Action	Description of action	Action taken already and outcome at November 2012	Further action planned at November 2012	Progress Log	Responsibility	Timescale	Start date	Success Measure
1	Baseline Data and Supporting Evidence							
1.1	Postdocs	Questionnaire sent and database started	Online questionnaire	August 2012 questionnaire launched	CEA	Monthly	April 2012	Response rate
1.2	Mentoring	Survey sent to all NHLI Academics to identify mentoring needs across the Institute as well as recruiting mentees	Set up database with results	Ongoing	CEA	SPT 2013	AT 2012	Response rate
1.3	Staff survey		Liaise with HR; feedback from previous survey Set up new survey		Hol IM ILW RM SAT	2014	SPT 2013	Response rate
1.4	Athena Workshops	2012 Workshops undertaken	SAT Feedback 2012 workshops Set up 2014 Workshops	Ongoing	ILW RM SAT	ST 2014	ST 2014	Attendance
1.5.	Review cases of bullying, harassment, discrimination	Divisional and Operations Managers members of SAT			Hol	Annually	SPT 2013	Collection of data

1.6.	Flexible Working	Divisional and Operations Managers members of SAT	Section Administrators to review Flexible Working arrangements within sections		SA	Annually	SPT 2013	Collection of data
1.7.	Academic Recruitment	Divisional and Operations Managers members of SAT	Section Administrators and HR to ensure appropriate data collection	Ongoing	HR SA Divisional and Operations Manager	Annually	SPT 2013	Collection of data
1.8.	Dissemination of information	Set up of SAT	SAT to report back to committee on dissemination throughout NHLI	Ongoing	MAC SAT	Termly	AT 2012	Full dissemination
1.9	Uptake of annual appraisal (PRDP)	Hol requires confirmation of section appraisal prior to undertaking HoS PRDP		Ongoing	All managers	Annually	AT 2012	Response rate
2	UG and PG Students							
2.1	PG Mentoring	Formalisation of mentor role		Completed	DPS	Completed		
3	Key Career Transition Points, Appointments and Promotions							
3.1	Mentoring							

3.1.1	Mentoring for Postdocs	Database launched and data gathering	Training day Mentor matching	Ongoing	ILP CEA PDC	Ongoing	AT 2012	Sustained level of uptake
3.1.2	Mentoring for senior academics (Reader and Professor)	Athena Workshops Mentoring Survey Plan for Cross-SID scheme pitched to SIDs and Faculty Opportunities Committee	Idea approved by other Heads of SIDs. List of NHLI Mentors being collected		FoM Faculty Ambassador for Women ILW	Longterm	AT2013	Uptake of scheme and feedback
3.2.	Maximising experience of new starters and ensuring their success							
3.2.1	Face to face meeting with Head of Institute on starting	Meetings for new 2012 starters taken place			Hol	Ongoing	SPT 2012	Feedback from Hol and new starter
3.2.2	Seminar to introduce new starters to NHLI (breakfast/lunch or afternoon seminar)	Piloted schemed for six months	Aim to refine scheme after feedback	SPT 2013	CEA HoS	Ongoing	SPT 2012	Attendance Feedback from new starter at end of probation period
3.2.3	Provide 1 hour slot with web manager to start professional and group web pages	Appointment of Communications and Events Administrator		Ongoing	CEA	Ongoing	SPT 2012	Webpage for new starter within six months of appointment

3.2.4	Write a focus slot in the NHLI Newsletter on starting	Appointment of Communications and Events Administrator		Ongoing	CEA	Ongoing	SPT 2012	Inclusion in NHLI Newsletter within three months of appointment
3.2.5	Provide a tailored information pack	Gathering information		Ongoing	CEA RM Operations and Divisional Managers ILP ILW	Ongoing	SPT 2013	
3.2.6	Provide mentoring – see section 3.1. for career development fellows – for new academic appointments	Ensure provision of mentor			Line managers Operations and Divisional Managers	Ongoing	SPT 2013	Feedback from new starter at end of probation period
4	Career Advice and Support							
4.1	Increase scientific interaction and collaboration between staff							
4.1.1	Increase new media options for Postdocs and PGRs; e.g. Facebook, Twitter	Discussed at MAC	Discuss at other relevant committees	Ongoing	Postdoc Committee PGR Committee	Ongoing	ST 2013	Use of media

4.1.2	Open access to Postdoc and PGR distribution lists to share reagents, techniques, etc	Postdoc list opened	Open PGR list Announce new access	Ongoing	Postdoc Committee PGR Committee	Ongoing	AT 2012	Feedback from committees Use of lists
4.1.3	Research Days	Discussed at MAC Input requested	Establish potential themes	Ongoing	MAC RM HoS CDOC	Ongoing	SPT 2013	Themes put forward Event attendance
4.1.4	PGR Day	Established day – held annually		Ongoing	HDRC RM Postgraduate Administrator	Ongoing		Attendance Feedback
4.1.5	Postdoc Day	Established day – held every two years	Engage postdocs in proposing topics	Ongoing	ILP Postdoc Committee CEA RM	Ongoing		Attendance Feedback
5	Culture, Communications and Departmental Organization							
5.1	Increase transparency of management and decision making							
5.1.1	Implementation of Management Advisory Committee	Completed		Monthly meetings held	Hol	Ongoing	AT 2011	2014 Staff Survey outcomes

5.1.2.	Define Head of Section role	Discussed at MAC	Liaise with HR Refine role	Ongoing	HoI IM RM	Ongoing	SPT 2013	Document detailing roles and responsibilities of a HoS within aligns to Athena principles
5.1.3.	Implementation of defined Head of Section role				HoI IM		AT 2013	HoS engaging with new role 2014 Staff Survey outcomes Uptake of appraisals
6	Career breaks/flexible working							
6.1	Continue 2009 Action Plan							

Notes and Key to Action Plan:

Start Date	Code
Already embedded/completed	
Autumn Term 2012	AT2012
Spring Term 2013	SPT2013
Summer Term 2013	ST2013
Autumn Term 2013	AT2013

Spring Term 2014	SPT2014
Summer Term 2014	ST2014
Academic Year 2011-2012	AY2011-2012
Completed since March 2012	Completed

Abbreviations

CDOC	Career Development Opportunities Committee
CEA	Communications and Events Administrator
DPS	Director of Postgraduate Research Studies
FoM	Faculty of Medicine
Hol	Head of Institute
HoS	Head of Section
IM	Institute Manager
ILP	Institute Lead for Postdocs
ILW	Institute Lead for Women
MAC	Management Advisory Committee
NHLI	National Heart and Lung Institute
PDC	Imperial Postdoc Development Centre
PGR	Postgraduate Research

PRDP	Personal Review Development Plan
RM	Research Manager
SA	Section Administrator
SAT	Self-Assessment Team
SID	School, Institute or Department

NHLI Athena SWAN Application

Action Plan – May 2009 – Updated

Ref	Description	Responsibility	Timetable	Status	Comments
1.1.	Women in Academic Medicine	Faculty Ambassador for Women Faculty Research Theme Leaders Head of Institute Career Development Opportunities Committee Institute Lead for Women	Research & information gathering – summer 2009 onwards Annual reports from January 2010 onwards	Ongoing,	3 out of 5 clinical academics recruited since 2009 have been female. This is a long term aspiration for the Institute – already improving (see section 5.1)
1.2.	Monitoring of Studentship Applications and Recruitment	Research Manager Postgraduate Administrator Director of Postgraduate Studies	Trial summer 2009 Launch October 2009	Ongoing	
2.1.	Increase Communication of the Promotion Process	Head of Institute Institute Manager Operations and Divisional Managers Head of Section Section Administrators (Various) Academic Mentors	In line with Imperial's academic promotion timetable	Completed	All staff emailed to highlight application deadlines; Reminders sent HoS sent emails to identify staff ready for promotion
2.2.	Increase Recruitment of Female Scientists	Faculty Research Theme Leaders	To be co-ordinated with 1.1.		
2.2.1.	Increase Outreach Activities to School Pupils	Communications and Events Administrator Outreach Officer Career Development Opportunities Committee	Research & information gathering – summer 2009 Outreach activities from 2010	Ongoing	Appointment of Institute Lead for Outreach to coordinate activities across the NHLI; recruitment of member of administrative staff to help Lead achieve goal

2.2.2.	Monitor and Increase Participation of BSc's	Director of Undergraduate Studies Undergraduate Administrator	Research & information gathering – summer 2009 Launch 2010	Revised: future action	Being incorporated into wider educational strategy for NHLI
2.2.3.	Increase Recruitment of Clinical Research Fellows	Research Manager Director of Postgraduate Studies Career Development Opportunities Committee	Trialled February 2009 Launch June 2009	Ongoing	First Clinical postgraduate “fair” held. Research Manager attended national Respiratory and Cardiovascular society meetings to advertise research at NHLI. Initial positive feedback, but data gathering over minimum of 5 years necessary to see effect. This is a long term goal and initiatives are ongoing
2.2.4.	'Women in Clinical Academia' Day	Faculty Ambassador for Women	Co-ordinated with 1.1. Launch 2010	Revised	Incorporated into Faculty Ambassador role as Institute too small to see effect.
3.1.	Academic Mentors	Head of Institute Operations and Divisional Managers Career Development Opportunities Committee Institute Lead for Women Learning and Development Centre Institute Lead for Postdocs Centre for Educational Development Human Resources	Research & information gathering – winter 2009 Launch 2011	Expanded and incorporated into new Action Plan	Clarified Mentor role for PGR students Identified need for widening mentor system for Postdocs Clarified role of mentor (Academic Advisor) for probationary Lecturers and Clinical Senior Lecturers Further development incorporated into new action plan
3.2.	Interim Professional Development Day		Launch Autumn 2009	Cancelled	Not adopted - after canvassing opinion, staff felt that this was not going to address the issues brought

					up as a result of poor take up of annual appraisal. Appraisal uptake increased; monitoring to ensure near full capacity .
4.1.	Communications and Information		Ongoing		
4.1.1.	NHLI Induction Information Pack	Operations and Divisional Managers Research Managers Human Resources Manager Institute Lead for Women Institute Lead for Postdocs	January 2010	Ongoing and included in new Action Plan for new recruits	Recognised the need to provide tailored information for each level of staff. Induction packs have been successful, now given to all new recruits and are coordinated with contacts page on the website
4.1.2.	Improved Divisional Staff Communications	Head of Institute Group, Section Administrators & PAs	Summer 2009	Ongoing Action 1.3; 1.4 and 1.8 in new action planned designed to gather relevant metrics.	Done via website, all staff current encouraged to develop their PWP, New FTE appointed as Communications and Events administrator to do this. Key communications are sent directly from Hol.
4.1.3.	NHLI Athena Annual Report	Athena Lead Athena Administrator	2010	Revised	Workload was too high without proper administrative support. New administrative staff now appointed with Athena remit. Annual reports were given verbally to Institute.
4.2.	Committees and Management Roles	Head of Institute Institute Lead for Women Committee Chairpersons	Autumn 2009 with regular reviews	Reviewed in Oct 2009, balanced	All committees feed into the new Management Advisory Committee and are reviewed

		Senior Academic Staff			annually for gender balance.
4.3.	Visibility of Academic Women	Communications and Events Administrator Research Manager Course Administrators Career Development Opportunities Committee	Ongoing		All staff have been encouraged to update and develop their PWP. Athena leads have regular contact with College media group to ensure all material reflects the actual gender balance of the College and the Institute specifically. Also to ensure that there is adequate representation of women at planned events (e.g. speakers at events). Professional photography of NHLI academics undertaken to update website and literature with gender balanced images
5.1.	Elsie Widdowson Fellowships	Institute Lead for Women Operations and Divisional Managers Section Administrators	May 2009		Now been added to NHLI website under the "useful links" Lobbied HR to make sure that all staff receive information on the fellowship when they register their pregnancy with HR. Athena leads taken an active role in helping potential candidates with their applications NHLI been very successful with these awards (6 academics – 4 from clinical academics have been awarded in the NHLI since 2009).
5.2.	Flexible Working	Institute Lead for Women	October 2009 with yearly	Ongoing	Flexible working actively

		Heads of Sections Operations and Divisional Managers Section Administrators	review	Action 1.6 of new Plan will collect data.	supported and Hol has stated at MAC that the policy is available and staff are able to discuss with their managers Success marked by increased visibilities of senior academics working flexibly
5.3.	Postdoctoral Travel Awards including Caring Responsibilities	Research Manager Institute Lead for Postdocs PostDoc Committee	September 2009	Embedded - completed	Scheme has been rolled out to Institute