

Ref No	Objective	Rationale	Actions taken / in place	New Actions (as written in the 2018 application)	Measure and Monitor	Updated to 5 Year Schedule (Proposed)	RDM Group	Progress Report Date(s)	Progress Report (Initials and Acronyms at the end)	Action achieved?
1 - pg 16	To have an effective Self-Assessment Team who can deliver Athena SWAN actions and embed EDI principles across RDM.	EDI implementation requires input from majority and minority groups.	AS and Working Groups restructured in 2018.	Balance the attendees at the SAT meetings by asking representatives to invite male colleagues to attend / deputise.	Current SAT 71%/29%M.	Results to be assessed by 2024.	RDM Strategic			Ongoing
				Inviting men across the department, who have an interest in EDI but not necessarily a formal role, to attend SAT meetings.	Record SAT attendance and ensure that over 4 year period there is a 50/50 gender balance (within 5%) in attendance with consideration of any non-binary attendees.			01/11/2019	At the SAT on the 25th November 2019 we welcomed Pavel Ovseiko and Ricardo Carnicer Jijazo to the SAT. SAT on 25/11/19 = 10F/5M 67%/33%M which is a slight increase from earlier. Need to continue to improve and monitor.	
				Consult with organisations who work with men in EDI, examples include, Good Lad Initiative, Gender Allies & Male Champions of Change about setting up an additional working group.				28/07/2020	There has been some research on external organisations but nothing organised as yet. Due to the current Covid-19 situation we'll continue with desk research and internal discussions and hope to pick up pace in 2021. Charlotte Smith will speak to Pavel Ovseiko about a possible session in the 2021 EDI AS conference.	
								17/03/2021	Charlotte Smith participated in the Beyond Equality Launch event on 25/02/21. BE has formed out of the Good Lad Initiative. Signed up for future events and will work with colleagues to promote further engagement. <a href="https://www.beyondequality.org/">https://www.beyondequality.org/</a>	
2 - pg 16	Increase the visibility of men who are participating in EDI initiatives. Establishing them as role models.	Cultural change requires participation from all groups, especially those in the majority groups (e.g. men) who can sponsor individuals / causes.	Head of Department (M) is chair of the SAT and role model.	Sponsor and encourage men to attend EDI workshops such as the annual Royal Society Diversity Conference / EDIS.	Minimum of 2 different male staff per annum attend external EDI workshops.	Ongoing (til 2024 and beyond)	RDM Strategic	09/09/2019	RDM Offered travel costs to anyone who wished to attend EDIS workshop. Two attended 1F/1M, though didn't need travel costs as had own funds.	Ongoing
								28/07/2020	External F-2-F workshops currently on hold due to Covid-19. Will monitor for Royal Society / EDIS / WT / Advance HE etc. workshops that may transfer online and support attendance at these.	
				Using media platforms to highlight at least two stories per annum of EDI work being done by individuals in majority groups.				01/06/2019	Publication about the value of Athena SWAN action plan, authored by Pavel Ovseiko on front page of news website.	
								28/07/2020	News item on the front page of the RDM website highlighting Pavel Ovseiko's new role on the Advance HE Athena SWAN Governance Committee. Have also tweeted links via @RDM and @OxAthenaSWAN	

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3 - pg 18	Committees and working groups should have transparent and accessible working practices.	As there has been some re-structuring of committees and working groups, we need to ensure all RDM members know which groups are responsible for which areas.	Some groups have a webpage already, most have yet to develop a repository for agendas and minutes.	Communications Manager to work with RDMS and WG chairs to ensure webpages are put online.	Webpages should be in place by end 2019.	2023 survey results to show impact.	Communications	01/02/2020	Working Group and committee webpages have been updated. Athena SWAN now has it's own identity. Tabs for all working groups are now available for minutes and agenda. Next step is information population.	Ongoing
								01/06/2020	Website information continues to be updated with additional resources added as needed. For example the front page of the website currently hosts welfare and wellbeing information regarding the current Covid-19 pandemic.	
								16/03/2021	Education and Teaching - has pages on website which are regularly edited ( <a href="https://www.rdm.ox.ac.uk/intranet/career-development/teaching-at-rdm">https://www.rdm.ox.ac.uk/intranet/career-development/teaching-at-rdm</a> ). CDC - has pages on website which are regularly edited. In particular between Jan-March 2021 several CDC and training pages were substantially overhauled ( <a href="https://www.rdm.ox.ac.uk/intranet/career-development">https://www.rdm.ox.ac.uk/intranet/career-development</a> ). EACWG - has pages on website which are regularly edited ( <a href="https://www.rdm.ox.ac.uk/intranet/facilities-and-health-safety/eacwg">https://www.rdm.ox.ac.uk/intranet/facilities-and-health-safety/eacwg</a> ). In addition the EACWG has additional information on the Respectful Behaviours Framework page ( <a href="https://www.rdm.ox.ac.uk/intranet/personnel/respectful-behaviours-framework">https://www.rdm.ox.ac.uk/intranet/personnel/respectful-behaviours-framework</a> ). Graduate Studies - has pages on website which are regularly edited ( <a href="https://www.rdm.ox.ac.uk/study-with-us/meet-the-team/graduate-studies-committee">https://www.rdm.ox.ac.uk/study-with-us/meet-the-team/graduate-studies-committee</a> ). Mentoring - has pages on website which are regularly edited ( <a href="https://www.rdm.ox.ac.uk/intranet/career-development/mentoring">https://www.rdm.ox.ac.uk/intranet/career-development/mentoring</a> ). Researcher Association - these pages are currently (March 2021) undergoing a substantial overhaul. In addition to the webpages, updated text was written for the 2021 RDM Symposium booklet. This booklet contains summary information about all the above and is available for all staff.	

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				Put agendas and minutes for all WG on website.  Pilot open Committee and WG meetings.	In future surveys ask additional Q. "Management and Committee processes are clear and transparent in RDM" and aim for 50% positive responses in 2020 and 75% in 2022.				At the present time, whilst the groups and committees update their webpages regularly, none put up agenda / minutes of meetings on the website. Next staff survey is due in Trinity 2021. Charlotte Smith to use results to see if this is still required / feasible.	
								01/02/2020	Agreed during the Feb-20 SAT Meeting that future SAT Meetings would be open to all.	
								01/06/2020	Current Covid-19 situation means meetings are online, hopefully will be opened to all when we get back to 'in-person' meetings.	
								16/03/2021	So far two Athena SWAN SAT meetings have been advertised in the RDM weekly bulletin. All staff and students have been invited to attend the online SAT meetings. So far none have accepted the invitation. Invitations will continue for the rest of 2021 and then be re-assessed.	
4 - pg 21	Increase the response rate for biennial staff and student surveys.	To demonstrate engagement with the self-assessment process. A high response rate gives a more accurate measure of qualitative assessment.	Biennial surveys have taken place since 2014, with high response rates.	Conduct staff and student surveys in 2020 and 2022.  Give regular examples of what has changed due to previous survey results, thereby giving respondents' confidence in the process and helping to underline the importance of survey completion. Information will be disseminated via email from Head of Department, in Weekly Bulletin, and on website.	By 2022, increasing the response rates: Staff from 75% (2018) to 80% Student from 71% (2018) to 75%.	Surveys will take place in 2021 and 2023  Ongoing (til 2023 and beyond)	RDM Strategic	16/03/2021	Due to Covid-19 the staff and student surveys were delayed until 2021. They will take place during Trinity Term. The staff survey is now being run by an external company so with a different methodology the response rates may not be accurately compared. The student surveys will continue to be run by MSD and will take place at the same time as the Staff Survey.	Ongoing
								01/02/2020	The Respectful Behaviours Framework has been developed in response to survey feedback. It has been sent out for consultation by Divisional Heads, Lead Administrators, Working Groups and the SAT. At the Researchers Symposium in March there will be a final consult before implementation. When distributed it will be clear that it is in response to survey feedback. Further examples of survey response to follow...	
5 - pg 23	Assess the working group and committee structures within RDM.	Evaluate the strengths and weaknesses of the new RDM working groups / committees to ensure they are effective.	In response to RDM consultation, and to strengthen cross-divisional working, the AS Self-Assessment team was re-organised in 2018.	The Athena SWAN Facilitator will consult with colleagues who have evaluation expertise to develop an accurate assessment plan.  We will assess the impact of the working group / committee structure model on the effectiveness of implementing EDI and other administrative functions within RDM.	Exact measurements of what success looks like will be developed as part of the assessment action.  Success will also be defined by assessment starting in Autumn 2020 and will be completed and communicated by Easter 2021.	Report to be completed by 2022	RDM Strategic	16/03/2021	Covid-19 has meant that some surveys and actions have been delayed. This action will be undertaken after the next staff survey has been completed (Trinity 2021) and will be completed by 2022.	

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6 - pg 23	Ensure the SAT, Athena SWAN Facilitator, DA and HR Officers are working with knowledge and understanding of current EDI research and best practice.	<p>Providing an evidence base for equality, diversity and inclusion (EDI) work is important, the resulting EDI knowledge should make the SAT a more effective team.</p> <p>All members of RDM need to know why EDI initiatives are being carried out, and to demonstrate where and when changes are being seen, thereby contributing to transparency of decision making across RDM.</p>	<p>EDI conferences and workshops organised and attended.</p> <p>EDI research disseminated across RDM.</p> <p>The ASF has quarterly meetings with EDI facilitators across the University.</p> <p>The ASF has been in place since 2017 to gather and share EDI expertise.</p>	<p>Arranging a journal club with EDI research specialists for Athena SWAN practitioners from Oxford. Cascading knowledge gained with the SAT and implementing new initiatives based on this knowledge. Putting information onto the website, the Weekly Bulletin, and via Twitter.</p>	<p>In September 2019, ask the SAT to reflect and measure their understanding of EDI research to establish a baseline. Ask again in September 2021 to assess the effectiveness of the actions.</p>	<p>First newsletter to be issued by end 2021. Reception of newsletter will determine frequency.</p>	RDM Strategic	16/03/2021	<p>Charlotte Smith works with colleagues across Oxford on EDI events and initiatives. EDI knowledge is shared typically via the Bulletin, and on occasion via direct mail and meetings. During summer 2020 Charlotte Smith worked with colleagues on HoD email on Black Lives Matter.</p> <p>Charlotte Smith to re-assess action measure and monitor criteria.</p>	Ongoing
			26/11/2019	<p>At the SAT on the 25th November 2019 we agreed we'd start to circulate a monthly EDI newsletter collated by Charlotte Smith. This will be termly and will include some 'instant survey' questions. First to be sent out in January 2020.</p>						
			11/02/2020	<p>EDI Newsletter has not yet been sent out - Charlotte Smith to implement this term and discuss frequency with SAT during meeting on Feb 27th.</p> <p>'Instant Survey' questions have been investigated when Charlotte Smith had software demo and met with Lesa Levett in the Nuffield Department of Women's Reproductive Health to discuss Peakon, which is a much more sophisticated system than envisaged. Other ideas to be investigated.</p>						
			10/08/2020	<p>Charlotte Smith - project has been delayed but during the June SAT meeting it was agreed that the newsletter was still worth implementing. Charlotte Smith to write and distribute.</p>						
			10/08/2020	<p>Using MS Teams, a list of articles was started. Charlotte Smith to consider combining list with newsletter above and distributing PDF newsletter and Teams site. Charlotte Smith to discuss and implement.</p>						
			16/03/2021	<p>Charlotte Smith - EDI newsletter is still a relevant action but has yet to be started. Charlotte Smith has this as a priority action for 2021.</p> <p>Since October 2020 Charlotte Smith has attended numerous workshops and seminars provided by the University of Oxford Centre for Gender and Identity and Subjectivity. This information has been shared with EDI colleagues.</p> <p>Charlotte Smith has publicised four free EDI Pearn-Kandola seminar series (<a href="https://pearnkandola.com/webinars/">https://pearnkandola.com/webinars/</a>) via Twitter, Teams links and direct mails.</p>						
			10/08/2020	<p>It's unlikely there'll be a survey in 2020 - consider adding question to 2021 survey.</p>						
16/03/2021	<p>The 2021 staff survey is now being run by an external supplier and we are restricted on the questions we can ask. Information to be requested in the Newsletter Action above.</p>									
				<p>Curate an online reference list on gender specific research and literature which is accessible to all. Athena SWAN Facilitator to conduct desk research to build library, working with the Communications Manager and EACWG to disseminate.</p>	<p>Library available by 2020.</p> <p>Aim for 20 unique visits to webpage each month by 2021.</p>					
				<p>Ask additional EDI question in Biennial surveys or run a focussed survey.</p>	<p>Question to be in place for 2020 survey, or separate survey undertaken by 2021.</p>					

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7 - pg 23	This Athena SWAN action plan needs to be updated no less than quarterly.	Using excel / word may not be the most efficient method of tracking progress against the Athena SWAN action plan, it is also often reliant on one or two people to update the document. When ad-hoc events and activities happen these are recorded on the excel worksheet.	Currently use a spreadsheet on a shared drive which is updated by the RDMS team. It is effective but not necessarily efficient.	Investigate setting up a system (access / project) which would allow multiple user inputs, an easier user interface and better reporting.	The database needs to be in place by end of 2019, or continue with excel spreadsheet. Binary success, will work or not work.	NA (Completed)	RDM Strategic	09/07/2019	Charlotte Smith has created this spreadsheet and will demo to the SAT at the meeting on the 09/17/19 for discussion.	Completed
								19/11/2019	Charlotte Smith has edited spreadsheet and process. Will be demonstrated at SAT on 25/11/19.	
								26/11/2019	At the SAT on 25/11/19 it was agreed that this spreadsheet (with the process listed on the first tab) will be used as an action plan monitoring/assessment sheet for the time being. If future software becomes available then it will be assessed at the time. At meeting on the 25th, it was also agreed that Charlotte Smith would develop and include an action plan summary to be distributed to the SAT before each meeting.	
8 - pg 25	Monitor for any bias in the graduate admissions process.	To remove the potential of any bias within the graduate admissions process.	Ongoing data collection and analysis.	Continue annual review of postgraduate student admissions data. Identify why student applicants turn down offers and implement new policies to address the reasons, where appropriate.	Admissions and acceptance rates should balance at 50:50 over a five year average. 2015-2019 data 54%F Applications, 49%F Offers, 46%F Acceptances (updated from application which used the 2014-2018 data).	Reviews will continue until 2024	Graduate Studies	28/11/2019	The final figures for 2019 admissions cycle are as follows: Applications: 53%F:47%M Total offers made: 60%F:40%M Total accepted: 62%F:38%M WIMM Prize offers: 43%F:57% WIMM Prize accepted: 20%F:80%M RDM funded/underwritten offers: 50%F:50%M RDM funded/underwritten accepted: 50%F:50%M Other offers: 69%F:31%F Other accepted: 80%F:20% The bias towards female accepted place is in a large part due to the other offers made and largely in the over-offers made in order to try to fill the baseline and pool number of places. No reason is recorded for why so many WIMM prize offers declined by women but it is likely to be that they had better financial offers elsewhere or that their preferred supervisors are at other universities.	Ongoing
								29/10/2020	Admissions figure for 2020 are as follows: Applications: 58%F:42%M Total offers made 52%F:48%M Total accepted (as a % of total accepted) 49%F:51%M WIMM Prize total offers 80%F:20%M (If supernumery WIMM Prize [not funded by Unit] is included this changes to 73%F:27%M) WIMM Prize accepted 75%F:25%M (60%F:40%M if supernumery acceptance is included) RDM Scholars Programme offers and accepts 25%F:75% Final number of students on course 45%F:55%M as of October 2020. Those who accepted and withdrew or who were made offers (funded offer) but withdrew before acceptance generally had offers elsewhere in Oxford or other universities.	

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								27/05/2021	Jill Walker and RDM Graduate Studies Committee are participating with departments across Oxford and Cambridge for funding from the Office for Students for widening participation, specially regarding BAME PGR students. Outcome of funding grant will be known later this year. Update written by Charlotte Smith	
9 - pg 39	Collect staff leaver reasons and destinations in a timely and consistent way, including on HR system.	To have confidence in, and understand, the reasons why staff leave and what their next destination is.	Leaver reasons are collected quarterly by HR officers, but the multiplicity of reasons, and multiple points of entry on the HR system risks recording reasons being inconsistent.	With HR teams, develop a consistent approach to collection and entry of leaver data.	Data should be able to be interrogated directly from the University Database without the need for additional data sources (local spreadsheets).	Project assessed and completed by 2022.	RDM Strategic	01/12/2019 24/08/2020	Proposed consistent leaver reasons discussed with HR officers and Liz Mitchell (from University and Administration Services)  Lynn Clee has been working with Liz Mitchell and in early 2020 piloted an updated Leavers code list within RDM. This work has been taken up by the University 'Building Trust in our Data' project and is expected to roll out further. The tableau data is updated, usually around October each year, so after October 2020 we can have a look to see if the updated list is making a difference.	Ongoing
10 - pg 43	Ensure all recruitment exercises are unbiased.	Investigate why more females are appointed to grade 6 posts than apply or are shortlisted.	Trained and balanced selection panels.	Request other department's recruitment data.  Re-run recruitment data analysis in 2021 when we should have enough data to make the exercise meaningful.  In response to the 2021 and benchmarking data, develop an additional set of actions.	Grade 6 recruitment data should show no gender bias. Currently Applied 56%F Shortlisted 66%F Appointed 76%F.	Project assessed and completed by 2022.	RDM Strategic	01/12/2019 16/03/2021 17/03/2021	Summary data from Charlotte Smith for later years looks better at grade 6 compared to AS application  Charlotte Smith to look at the recruitment data in August 2021.  This will move back to 2022	Ongoing
11 - pg 43	Increase the number of female applicants and appointments in senior recruitment exercises, especially female clinicians.	To improve the gender balance at the senior grades.	There have been some successes in non-clinical RoD and clinical recruitment and promotion.	All search committees will be briefed about the current number of females in these posts and encouraged to proactively identify female applicants.  For all senior appointments, gender data on search committees will be collected.  We will use external reviewers if needed to ensure balanced recruitment panels.	For Clinical Professorships, currently 16%F applied / 0%F appointed, aim to increase to 30%F applied / 10%F appointed over the next five years. With longer term aim for equity in applications/appointments.  40%F membership on recruitment committees.	Ongoing as vacancies arise (until at least 2024)	RDM Strategic	16/03/2021 06/07/2021	Charlotte Smith is aware that Lynn Clee has been working with senior appointments when appropriate vacancies have arisen. When Lynn Clee workload allows (post Covid-19 lockdown) a full update will be given.  Alison Banham suggests expanding the actions to also look at reasons why F not appointed and identify steps to help make them more competitive or to improve the feedback they receive to help them next time.	Ongoing

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12 - pg 45	Further strengthen and embed the induction process, using new tools and software as they become available. Continue to assess for effectiveness and ensure no bias emerges.	To ensure a comprehensive and consistent process across RDM.	Processes standardised across RDM with 3 month follow-up. Factsheets have been created.	Consult with other departments who have set up online inductions and add to our website.	Pages online. Ask questions regarding effectiveness of new pages, either in next biennial survey, or run specific survey on inductions. New webpages/system so no baseline data available.	Project assessed and completed by end 2021.	RDM Strategic	26/11/2019	Felicity Green has taken this on as a project reporting to Lynn Clee.	Ongoing
								10/08/2020	Charlotte Smith - Due to Covid-19 this project timeline has been extended - Felicity Green will continue as time permits.	
								16/03/2021	Felicity Green and Charvy Narain have set up templates for online induction and content is being populated. Project is ongoing. Accurate assessment will be undertaken in 2022(or 23) survey.	
13 - pg 45	Assess the long-term impact of induction on the career lifecycles of females in RDM.	Induction is one part of the career lifecycle which will have a long lasting impact.	Objective setting meetings.	Follow up with new group leaders six months after their inductions have taken place.	All new group leaders should receive their six-month follow up by 2020.  New feedback process should be in place by 2020.	Project ongoing. Outcomes to be assessed before or during 2024.	RDM Strategic	25/05/2021	There has been a lack of face to face / formal follow ups over the last 18 months due lack of time in offices and changes in RDMS staffing. Update written by Charlotte Smith	Ongoing
			HR and survey follow up.							
			Evaluation of PI inductions has been completed via the staff survey and anecdotal evidence	To deepen our understanding and ensure consistency we will develop a more detailed feedback process to evaluate inductions.						
				Following direct feedback, part of the PI induction process will now be completed in a group, to enable greater integration of PIs across different divisions of RDM, after each RoD exercise.				25/05/2021	Formal induction process to be re-evaluated once new ways of working established and there is a return to on-site working for more staff. In the meantime Ruth McCaffrey/Charlotte Smith will set up a meeting for new PIs. Update written by Charlotte Smith	

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14 - pg 50	Ensure there is a pipeline of female researchers and academics to progress into more senior positions.	To ensure that over time, RDM has an increased number of female academics and researchers in senior positions.	CDC LDP Support of RoD	Using internal and HR databases to get a list of names the Head of Department, Division Heads, Head of Administration and Finance, Divisional Administrators and Research Strategy Coordinator will assess a list of female researchers annually to:	Currently we have 23F PI (27%). We will increase this number by 1-2 per annum. So by 2024 this number will be at least 28F, and could be 33F.  The dry run will establish the current eligible staff and give us a baseline. We expect the actions to provide an as yet undetermined increase from this baseline.	Project ongoing. Outcomes to be assessed before or during 2024.	CDC	19/09/2019	Leadership workshop for young PIs, organised by Marella De Bruijn. RDM paid for external consultants Hfg Consulting, who run the well regarded EMBO PI training course to run a bespoke course for PIs within RDM and 2 other departments. 17 (9F8M) attendees attended 3 day course from 17-19th Sept 2019. Feedback was unanimously good from all. There are some excellent quotes in the feedback which may be useful for the course. Charlotte Smith/Jill Walker have this information.	Ongoing
				01/09/2020				In 2020 all eligible PIs (current Associate Profs) were considered by the HoD and the Heads of Divisions for RoD. 3 were supported to apply (2F, 1M). The 2 F had been unsuccessful in 2019 and they were given support with their applications by HoD. Outcome pending (delayed due to Covid-19)		
				25/05/2021				Ruth McCaffrey, Hugh Watkins used databases to assess all potential candidates for RoD in 2021. For Associate Prof - all candidates approached RDM directly after the call was put out. 5M/6F submitted. For RDM PI - Ruth McCaffrey approached 3F/4M to apply. In total 11 applied, 2M not awarded this year. Update written by Charlotte Smith		
				01/09/2020				During the 2020 Reward and Recognition scheme, each Division was asked to look at all their staff and decide who should be put forward and who should be re-graded. <b>Need to get data</b>		
				25/05/2021				Ruth McCaffrey and team have been working consistently throughout the last year to ensure PDRA's are aware of career development support. Individuals are now approaching with regularity.		
				01/09/2020				Every researcher was evaluated against the eligibility criteria for REF to determine who was eligible. In the dry run (July 2019), 108 researchers were identified as REF eligible, 32 F (30%), 76 M (70%). Of these, 19 researchers have since left the dept. (moved away or retired) or died (6F, 13 M). As of Sept 2020, RDM now has 117 identified as eligible for REF - 40 F (34%), 77 M (66%). So between July 2019 and Sept 2020, 29 new researchers were identified as eligible for REF (by RSC) - of these 14 F, 15 M. 4 were new PIs who had joined RDM (1 F, 3 M), 9 had secured recent funding or got a URL title (6F, 3 M), 10 were existing researchers in the dept. who had not initially been identified as eligible (5 F, 5 M) and 6 held fellowships that were deemed to make them REF returnable (2 F, 4 M). <b>Of the 117 being returned, 71 are currently PIs in RDM (17 F, 54 M) and 46 are not PIs (23 F, 23 M). These 46 researchers are on the path to becoming PIs and its very encouraging to see that half of them are F. We have a good pipeline of female up and coming researchers.</b>		

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15 - pg 57	Disseminate knowledge gained by women who undertook the WTL programme.	Use the knowledge gained from the WTL to increase the knowledge and confidence of women in RDM to develop their careers.	Sending 2 women per annum on the WTL programme. Pilot 'Developing your Career' workshop.	Continue to identify and pay for individuals to attend WTL.	RDM to support and pay for 2 attendees per annum to attend WTL (or similar course).	Project ongoing. Outcomes to be assessed before or during 2024.	CDC	31/07/2019	2019 Attendees are Catherine Porcher and Anne Goriely 2020 attendees are Amanda Alder and Stella Keeble (TBC)	Ongoing
				Previous WTL attendees will develop a bespoke workshop for all staff, based on key concepts from the WTL course, to help support career development.	Career workshop runs once per annum.			01/09/2020	Pilot course was run for research staff in 2018 (Leanne Hodson and Ruth McCaffrey designed and ran the course). It will be re-freshed and re-focused and will be run once Covid-19 restrictions have lifted.	
				Will be open to all with the CDC and Research Strategy Coordinator having a focus on women at career transition points.				25/05/2021	Ruth McCaffrey does not have capacity at the current time to re-run the course or co-ordinate with WTL attendees. Charlotte Smith will ask if Alison Banham is interested and if so to arrange a meeting. Update written by Charlotte Smith	
16 - pg 57	All staff should feel comfortable discussing their training needs with their managers and supervisors.	To ensure that personal career needs, especially of female staff, are given appropriate priority alongside research group objectives.	The RDM Learning and Development programme has been developed and is open to all staff.	Implementation and communication of MSD recommendation that research staff are allocated a minimum of five days training per annum.	2020 PDR form to be updated to allow for monitoring.	PDR updates now taking place in 2022, baseline to be established in 2022 and reviewed by 2023/4	CDC	15/09/2020	Online 2020 PDR Form was kept the same, paper forms have also been kept the same. At the MSD level there is a discussion on implementing a new training monitoring system so that we can accurately record who has undertaken University courses.	Ongoing
					2021 PDR reporting to establish uptake level and establish baseline data.			16/03/2021	Charlotte Smith has been working on PDR with HR colleagues across RDM and across the University. After an internal assessment it was agreed with RDM HR colleagues then when the online PDR Simitive system is upgraded this year, we will work with colleagues to roll out further within RDM. The upgrade will allow us to customise the forms more easily. Charlotte Smith will continue to work with central university colleagues in POD to look at PDR more generally and how the systems can be integrated to allow for better monitoring of training data.	
				Decrease the Gender Gap shown in the 2018 survey data for the questions 'You feel comfortable discussing your training and development needs with your line manager/supervisor?' Currently ACARES 75%F / 88%M, by 2024 survey both should be equal and above 85%.	2021 and 2023 surveys to be assessed for changes.			16/03/2021	See above update	
								16/03/2021	Next survey will take place in trinity term 2021 and we can assess progress at this point.	

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17 - pg 59	Automated reporting on PDR uptake. For this application the staff survey has been used to report on PDR uptake. The purchase of the online PDR system will allow automated reporting of uptake.	Moving from a manual to an on-line process should make PDR administration easier for individuals and HR teams, and ensure more accurate recording and reporting.	Piloting online PDR Software.	Review pilot at the end of the two year period, consulting with participants on the strengths and weaknesses of the system.	Review team will need to discuss specific success measures to ensure viability of software before making a decision on whether to roll out to the department.	Updated timeline, review to be completed by 2022.	RDM Strategic	26/11/2019	Charlotte Smith and Helen Oldham have been working on assessing the current PDR software and process. They have spoken to IT services and Finance (who use Actus and Purple Cubed) and Sharon Neal.	Ongoing
				10/08/2020				Due to constraints from Covid-19 we will continue using the Simitive system as a pilot along with paper based forms for the rest of 2020/21. The survey below will help form a judgement on what the best course of action will be. It is unlikely that there will be a full staff survey this year (2020).		
			16/03/2021	(Updated copied from above). Charlotte Smith has been working on PDR with HR colleagues across RDM and across the University. After an internal assessment it was agreed with RDM HR colleagues then when the online PDR Simitive system is upgraded this year, we will work with colleagues to roll out further within RDM. The upgrade will allow us to customise the forms more easily. Charlotte Smith will continue to work with central university colleagues in POD to look at PDR more generally and how the systems can be integrated to allow for better monitoring of training data.						
			26/11/2019	Charlotte Smith, Lynn Clee and Helen Oldham met with Psychiatry and talked to other departments about PDR. Psy have a high return rate and find the reporting useful. Unsure yet of long term staff satisfaction rates with the online system. Further reports will be completed in the action above.						
				Consult with other departments using the same software who have achieved high completion and satisfaction rates (e.g. Psychiatry).						

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18 - pg 59	To ensure appropriate tools and support are provided to staff and their managers/supervisors for career progression. Continue to monitor the effectiveness of this support and adapt it as needed.	To ensure PDR is an effective tool to initiate discussions around career progression and to ensure that everyone has access to appropriate support for career development.	PDR is a mandatory annual process.	Future surveys will specifically ask reviewers/managers how useful they find PDR (not just reviews).	Current Survey Results for reviews, F ACARES Useful - 83% M ACARES Useful - 88% F PSS Useful - 88% M PSS Useful - 80% We will aim for new survey question(s) evaluating reviewers opinions. Results should equal or exceed these outcomes.	Questions will be asked in 2021 and 2023 surveys.	RDM Strategic	12/02/2020	Charlotte Smith has put together PDR survey for all RDM staff to gain a better understanding of positives and negatives of PDR. Survey is ready for distribution.	Ongoing
			Evaluation via survey responses.					10/08/2020	The PDR survey was ready to be distributed in May 2020 but was held up by GDPR concerns, one of which includes using SurveyMonkey as the survey tool. After consultation the survey will be re-written using JISC survey. Charlotte Smith has started this work and hopes to complete the re-write by the end of August 2020.	
			RDM Career Days.					16/03/2021	The staff and student survey will be taking place in trinity term 2021 and the surveys will have more detailed PDR questions. After these has been completed we will use the results to assess the questions for a specific PDR survey. When ready, the PDR survey has been written on Jisc Surveys and is ready to distribute.	
			1-2-1 discussions around career							
			Create and promote a communications plan to ensure all staff and students are aware of the ongoing support available for career progression including the promotion of PDR to increase the uptake figures.	Current survey results for having had a PDR in the last two years F ACARES - 77% M ACARES - 77% F PSS - 84 % M PSS - 81 % Increase these by 2% per annum so that by 2023 the ACARES are at least 85% and PSS are at least 90%.				16/03/2021	(Copied from above). Charlotte Smith has been working on PDR with HR colleagues across RDM and across the University. After an internal assessment it was agreed with RDM HR colleagues then when the online PDR Simitive system is upgraded this year, we will work with colleagues to roll out further within RDM. The upgrade will allow us to customise the forms more easily. Charlotte Smith will continue to work with central university colleagues in POD to look at PDR more generally and how the systems can be integrated to allow for better monitoring of training data. In addition - in March 2021 Charlotte Smith met with Rachel Bray (Head of the new University Research Hub) and Clare Wakeham (POD) to discuss PDR engagement and university support. Charlotte Smith will continue to look for centralised support to avoid duplication of effort across academic depts.	
			Enhance and refresh PDR materials, and put together a new workshop for new starters and new line managers.	Workshops running by 2020.	Workshops or alternative learning materials will be available in 2022.			16/03/2021	PDR information will form part of the online induction. Any workshops will take place after the online Simitive platform has been rolled out (so likely end 2021/2022)	

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19 - pg 62	Ask senior staff to expand their understanding of issues faced by junior and / or diverse colleagues.	Closing the knowledge gap between staff groups. Ensure senior academics understand the challenges of younger, female, BME, disabled and/or LGBTQI groups.	We have a mentoring scheme in place.	Reverse Mentoring: The mentoring co-ordinator and committee will advertise for individuals who will be open to become reverse mentees and mentors. Prof Hugh Watkins, Head of Department, has agreed to be one of the first mentees acting as a role model for other senior academics males in RDM.	Establish a minimum of 4 reverse mentoring relationships in the first year among research and PSS. Impact from this pilot will be assessed and the scheme continued if there is impact / demand.	NA (Completed)	Mentoring	13/02/2020	Reverse mentoring was remodelled to remove any risk of power imbalance. The pilot has now morphed into mentoring dialogues between 2 individuals matched by their chosen topics, irrespective of grade and post category. The pilot was launched and 16 individuals matched as pairs on 15 Jan 2020. Expected to conclude in June 2020, followed by a meeting with all participants to analyse findings and recommendations to put forward to RDM.	Completed
								30/09/2020	due to Covid-19, pilot was extended until 30.10.2020, with an online 'get together' meeting to discuss findings with volunteers mid November 2020. So far 2 completed self-reflection sheets received from two mentoring pairs, 6 partnerships still live.	
								16/03/2021	The Mentoring Dialogues pilot was concluded in December 2020 with a wrap up meeting convened by Michaela Smart. The pilot was considered a success by participants and the mentoring committee. A full and complete report and set of recommendations was written up with members of RDMS looking at implementation of recommendations where possible. It is recommended that the scheme is re-run on a biennial basis (so would next run in 2022). Michaela Smart has left RDM and Charlotte Rush is now the RDM mentoring co-ordinator.	
20 - pg 65	Encourage PDRAs to supervise summer students and / or medical student's research projects.	Staff will gain management experience needed to progress their careers.	New	Ensure all schemes looking for supervisors are widely advertised.	From 2020 use PDR form information to gather data on how many PDRAs are undertaking supervisory roles.	2022-2024	CDC	01/09/2020	In Nov 2019, the call for FHS students was advertised in the RDM weekly bulletin	Ongoing
	For PSS staff encourage supervision of interns.			When the call for medical student research projects is sent out, specifically encourage PDRAs to submit a project.	From 2019 RDMS will send around intern request emails to PDRAs.					
				When University intern programme opens, send around to relevant staff to ask if they wish to supervise.				11/02/2020	Micro-internships included in weekly Bulletin on 30/01/20. Need to promote further.	
				Add supervisory experience to PDR form.						

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21 - pg 65	Ensure PIs are sponsoring early career female staff.	Sponsorship is an important factor in career development. Anecdotal evidence given to RDMS is that there may be occasions when input by junior researchers is incorrectly attributed to their PI, or senior academics decline invited talks instead of delegating them.	Already discussed by the CDC & by Research Strategy Coordinator in 1-2-1 meetings.	In the 2020 survey, add additional question for researchers to establish if there is a widespread issue and then develop a set of remedial actions. These could include updating the PDR forms to include papers reviewed and talks given in place of a more senior colleague.	Question to be in place for 2020 survey. Any remedial actions to be in place by 2021. Re-survey in 2022 to establish if there has been any change.	2022	CDC	01/09/2020	Charlotte Smith- No 2020 survey took place due to Covid-19	Ongoing
								17/03/2021	Charlotte Smith- The 2021 staff survey is now being run by an external supplier and we are restricted on the questions we can ask. We will need to establish another method for investigation.	
22 - pg 66	Enhance student induction with information on how to get the most out of supervision, and ensure respectful interactions.	Reduce the likelihood of negative DPhil experience for student and supervisor.	Student Induction Day.	Future inductions will invite all students as a refresher on important information, encourage interactions with new students / peer-to-peer mentoring.	In the 2020 student survey, results should show no gender gap.	Can assess progress after 2021 student survey.	Graduate Studies	31/07/2019	Graduate induction on 03/10/19 has included invitations to the current students.	Ongoing
			Training for supervisors.					2018 Results for question "Agrees have the opportunity to take on new responsibilities or develop new skills" 84%F/92%M.	20/12/2019	
								29/10/2020	Graduate Induction took place remotely on October 5 and 6 to which all new students and current students were invited. Being remote sessions we were able to record them and make them available to students after the event, so they could revisit the information, and also to those who had missed the session. This also means that HT and TT starters can be provided with all of the Induction materials - previously they were given a shortened version. RSM peer supporter spoke at the meeting and also liaised with RDM to make contact with all new students and to visit as many students as possible given Covid-19 restrictions to say hello and supply brownies.	
				Continue student induction feedback survey to ensure induction and training is relevant and instructive.				16/03/2021	Due to Covid-19, the 2020 survey will now take place in trinity term 2021.	
								16/03/2021	Feedback is gathered after each induction via an online survey. Induction is also discussed at graduate / student meetings and feedback is also gathered via the student survey.	

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23 - pg 70	To increase the success rate for female researchers applying for grant applications.	To ensure that female researchers are as successful as their male colleagues when applying for grants.	Grant Writing Workshop.	When we convene internal panels in RDM to review grant applications, invite female PDRAs to sit in as observers to learn how review panels work and the questions they raise.	4F PDRAs to act as observers per annum in 2019. In 2020 this level to be assessed and adjusted as appropriate.	To be determined after return to onsite working.	CDC	01/09/2020	23 researchers (14 F, 9 M) attended the 2019 grant writing workshop 2020 workshop cancelled due to Covid-19	Ongoing
									No internal review panels were held in 2019 so no opportunity for observers to attend	
								25/05/2021	There are no panels being convened at the present time due to Covid-19, reviews are being conducted via email. Pump priming panels will probably not be run again. Ruth McCaffrey to think about alternatives. Update written by Charlotte Smith	
24 - pg 71	The number of applications and success rates of fellowships should not show a gender difference.	To ensure that female researchers apply as frequently and are as successful as their male colleagues.	New	We will run at least one focus group and conduct desk research to establish the reasons behind the lower female application and success rates. Use this information to develop a more detailed action plan.	The current fellowship application rate is 34%F/66%M. The current success rate for applications is 21%F/43%M. By 2023 female numbers should be equal.	2022	CDC	25/05/2021	Ruth McCaffrey to check on data.	
25 - pg 71	To increase the likelihood that female intermediate fellowship holders can progress to the next level / renew their fellowship.	To ensure that women, who may be less likely to come forward with issues and queries, are fully supported.	New	At a minimum of 18 months before an Intermediate Fellowship ends, the Research Strategy Coordinator will meet with the fellowship holder to discuss the next step and follow on fellowship application. Assess if additional gender specific support is required.	The RDM database of fellowship holders will have review meeting dates recorded. Over the next four years we will establish a baseline dataset to enable us to record if these meetings increase female fellowship renewal success rates.	2024	CDC	01/09/2020	Have list of all fellowship holders in RDM Have not had the time to begin conducting mid term reviews yet - priority for coming months	Ongoing
								25/05/2021	Fellowship support has been completed on a bespoke basis rather than via a formal process. There will be a more formal process in place later in 2021. Update written by Charlotte Smith	
26 - pg 72	To achieve overall gender balance among RDM researchers securing internal funding.	To eliminate the gender difference in the funding success rates for RDM researchers applying to internal funding streams.	New	The Research Strategy Coordinator will compare the M/F funding success rates of RDM researchers in internal funding competitions with the overall success rates for each funding competition. Will then review RDM processes to establish why there is a gender bias with RDM success rates.	Aim to have female researchers as successful as male researchers in securing internal funding. Currently 54%F/73%M applications are successful.	2024	CDC	01/09/2020	Ongoing monitoring of success rates for F & M researchers in internal funding competitions	Ongoing
								25/05/2021	Data needs to be collated. Update written by Charlotte Smith	

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27 - pg 77	Ensure PSS are supported in their career development.	PSS staff have an extensive set of training courses and support available to them but individuals may not know which would be the most appropriate and we need to assess if all groups are equally supported.	PSS representatives sit on the CDC.	Extend 5 days for professional and career development to PSS, i.e. going beyond MSD recommendation which was for this policy to apply to ACARES staff.	Work with OLI to establish a baseline for numbers attending courses and ensure we are filling the courses.	Project ongoing. Outcomes to be assessed before or during 2024.	Joint Environment and Culture CDC	17/03/2021	Training has all been online since March 2020 due to Covid-19. Workloads have fluctuated and some staff have been furloughed. This action intersects with RDM projects on PDR and data management so that we can assess which staff are undertaking training, why, for how long, and do they feel supported.	Ongoing
			17/03/2021					Charlotte Smith is working with POD (formerly known as OLI), HR and IT services on training data to look at what training is being undertaken. We need a better way to establish how to measure time being used for staff development.		
		The Learning and Development programme has been developed and is open to all staff.								
		PSS staff attending WTL programme.								
			Though there is PSS representation on the CDC, we will hold focus groups /targeted surveys to assess how distinct PSS groups (such as laboratory and facility managers / personal assistants / research nurses) feel about current training provisions.	Surveys / focus groups to be undertaken throughout 2019/20 and any specific recommendations in place for 2021.			01/09/2020	CDC has not been active for the past year due to competing demands for individuals time (fellowship renewal and family commitments). The CDC has recently met and new committee members recruited. This will now be a priority for the re-ramped committee.		
			Will work with PSS line managers to ensure they are aware of the training available for staff.	Current data shows 84% (86%F/81%M) of PSS staff are comfortable discussing training needs with their managers. Target 95% by 2022 survey.						
			Carry out an annual review of PSS staff to identify those who should be re-graded or put forward for awards of excellence (see SAP 14).	PSS staff feel well supported and responses to the survey Q "Agrees that you are clear about the development opportunities available to you?" exceed 80% in 2024 survey (Currently 71%F/70%M).						

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28 - pg 79	Ensure that every researcher who takes carer's leave is informed about the Returning Carers Fund (RCF) and encouraged and supported to apply.	Increase awareness of the RCF. Whilst RDM has a high success rate for those who do apply, we are not accurately capturing all eligible individuals.	New	On a quarterly basis the HR/DA will provide a list of all researchers on carer's leave to the Research Strategy Coordinator who will use it to contact all returners and discuss applying to the Returning Carer's Fund.	Establish a baseline and ensure that all who are eligible to apply for the RCF, submit an application whilst ensuring the success rate remains, equal to, or above the current 77%.	2022	CDC	01/09/2020	In progress since early 2020. Next Returning Carer's fund deadline is in mid Nov 2020. Researchers returned from leave will be contacted in late Sept 2020 to encourage them to submit applications.	Ongoing
								25/05/2021	Felicity Green provides Ruth McCaffrey with a list every quarter and Ruth McCaffrey has been contacting everyone. All who have applied so far have been funded.	
29 - pg 84	Ensure all staff are aware of, and feel the impact of the cultural changes being made.	When asked "I feel there has been a positive cultural change in RDM over the last two years" PSS responses were 5% lower than ACARES staff. To ensure all staff are aware of and feel the impact of the changes being made.	Ongoing	Investigate whether there is support for an RDM PSS group, and/or more role specific groups, e.g. lab manager, personal assistants, facilities managers. We will look at options including physical meetings and/or how software such as "Teams" could be implemented to support a greater sense of community.	2018 Staff Survey showed 79% PSS and 84% ACARES felt that there was a positive cultural change in RDM. This should be level at 85% or above by the 2024 survey.	After 2021 survey assess priority and relevance.	Environment and Culture	17/03/2021	Charlotte Smith - The advent of working from home has meant that Teams groups have been used far more than anticipated when writing this action. Over the last year Hugh Watkins has made more use of 'all staff' emails which have been addressed to all staff groups. These emails have covered BLM, Mental Health, and General Updates, all topics which involve everyone. In February 2021 we held the first RDM-All meeting to enable updates directly from RDM to reach all staff and facilitate a sense of community, over 230 attendees from all staff groups attended. The meeting was led by Prof Watkins with support from all RDM divisions. Anecdotal feedback (given via the meeting comments and in person to the organisers) was very positive. Additional feedback was gathered via an online poll in the RDM bulletin and though response numbers was low, it was unanimously positive (this was the first time we had run a poll via the bulletin). A second meeting has been scheduled for later in 2021. The 2021 RDM Symposium (to be held next week) has moved online and one of the three scientific sessions is deliberately aimed at all staff (across research and staff groups) to encourage engagement.	Ongoing

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30 - pg 85	A workplace where everyone treats each other with mutual respect, courtesy and consideration.	Investigate why the numbers of reported instances of harassment and bullying have not decreased, despite the roll out of a suite of anti-bullying and harassment training materials, courses and workshops.	Bespoke face-to-face training co-delivered by the Head of Department.	Produce a dignity at work policy, to give a comprehensive guide on the expected behaviours of all members of RDM.	RDMS will complete Dignity at Work Policy by end 2019.	Ongoing until at least 2024.	Joint RDM Strategic Environment and Culture	26/11/2019	Dignity at work has been circulated to RDMS, the EACWG and SAT for comments. Charlotte Smith to update and then circulate via the Bulletin to the department.	Ongoing
			11/02/2020					After consultation and further research, now renamed Respectful Behaviours Framework. Has been further circulated to Heads of Division, Lead Administrations. Next will be on display at the Researchers Symposium in March. Comments will be requested (in return for Rainbow Pens) before final distribution to Department.		
			10/08/2020					Due to the cancelled symposium implementation of the RBF has been delayed. However ongoing discussions with Charlotte Smith / Lynn Clee and the Environment and Culture WG means the framework is still valued. Due to the changed working circumstances of so many of individuals within RDM it needs to be re-evaluated and possibly some sections re-written. Charlotte Smith will undertake a first pass and then send around the EACWG and Lynn Clee.		
			17/03/2021					The RBF is now live on the RDM website. It has been published via the RDM Bulletin, during staff meetings and via the Heads of Division Meetings. It has been disseminated via HR staff and will appear in the RDM Symposium Booklet and on the new RDM online induction. When the new PDR software update is rolled out, we will include a link from the PDR forms. We also need to include the link in RDM job descriptions. We have shared the framework with colleagues in other University departments via emails, Teams and online discussions.		
			10/08/2020					"Roadshows" are unlikely to take place in person for some time. However over the summer we have put regular uptakes in the weekly Bulletin to remind all within RDM of the HA and provide links to other sources of support. These have included the offer of Teams chats and the anonymous reporting email link. In July Charlotte Smith emailed all the HA to check how they are and if they need any additional support. This is in addition to the emails from Caroline Kennedy which provide regular training and updates.		
17/03/2020	Roadshow still unlikely during current remote working. Harassment Advisor webpages have been refreshed to ensure links and information is up to date. HA information has been added to 2021 RDM Symposium booklet.									
			Online training.	Circulate information to show what is being done, what will be done and what the Harassment advisors do. In particular, we will be putting together a 'roadshow' highlighting the support and advice available from RDMS, including support to combat bullying.	From a baseline of 11%, biennial surveys will show decrease of 2% per annum in those reporting feeling bullied or harassed, to achieve a 5% or lower result.			10/08/2020	"Roadshows" are unlikely to take place in person for some time. However over the summer we have put regular uptakes in the weekly Bulletin to remind all within RDM of the HA and provide links to other sources of support. These have included the offer of Teams chats and the anonymous reporting email link. In July Charlotte Smith emailed all the HA to check how they are and if they need any additional support. This is in addition to the emails from Caroline Kennedy which provide regular training and updates.	
								17/03/2020	Roadshow still unlikely during current remote working. Harassment Advisor webpages have been refreshed to ensure links and information is up to date. HA information has been added to 2021 RDM Symposium booklet.	

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				Give presentations at local meetings which are well attended by staff and students to get the message across, and to make sure that staff have a personal contact that they're able to approach for further information.	At least one meeting per annum will take place in each division of RDM, and the WIMM.			07/07/2020	Charlotte Smith Attended a meeting of the MRC WIMM EDI committee to discuss the race inequality. Potential future actions include a dedicated race seminar. Charlotte Smith forwarded to the group a document of resources to assist with self education.	
				17/03/2021	Charlotte Smith is working with the researcher association in the MRC WIMM to run online implicit bias session. Charlotte Smith is also supporting MRC WIMM with facilitation of race equality discussions in Trinity 2021. Attending other local / divisional meetings will need to be discussed again when the new ways of working have started to become more established (potentially this will be later in 2021 or 2022).					
			The EAC working group has formed an ABH focus group with the RDM Harassment Advisors.	Revise the information on the staff webpages to further highlight the support available. Including advisors in specific groups e.g. students / PDRA / PSS/ academic.	Website refreshed by end of 2019.			11/02/2020	Webpages have been refreshed, with updated links and information. Student section have dedicated ABH page(s). Both staff and student pages/information can be accessed within two clicks from the main page, or quicker via the search page.	
			Install display screens at key locations throughout the department, which we will use to get across key information to staff, including anti-bullying and harassment measures.	Display screens in place by 2022.	17/03/2021			There was some progress on this, however working from home has reduced the need/impact for this at the moment. Charvy Narain to investigate if there is still a need (probably 2022/23).		
			Work with colleagues across the division and university to establish a more wide-ranging action plan for tackling Harassment and Bullying. The Athena SWAN Facilitator will join a University ABH project being set up in 2019.	EAC will report back to SAT by summer 2020.	30/07/2019			Lynn Clee has joined the University ABH focus group, first meeting took place on 24/07/19. Charlotte Smith has met with colleagues in WIMM and CVM to discuss issues and then conveyed to Adrienne Hopkins 30/07/19.		
					11/02/2020			Charlotte Smith and Lynn Clee have continued discussions with colleagues across University and it is likely there maybe a university wide updated policy and process.		
					17/03/2021			There was a hiatus for the University ABH project from March 2020 to allowed for reducing workloads during Covid-19. In January 2021 the project was bought back on line. Charlotte Smith and Lynn Clee continue to work with central colleagues. The next updates are likely to be towards the end of 2021.		
31 - pg 87	Increase the number of women on key RDM committees.	To ensure key decisions made by committees are influenced by a gender representative cohort.	Ongoing.	Divisional Heads will be asked to report on the gender balance of key committees on an annual basis. Where the gender is not balanced, actions may include asking members to nominate female deputies; asking female representatives from different staffing groups (PSS / PDRA) to join these key committees.	Key Committees should be representative of the departmental population. Key Committee membership should move from 35%F in 2018 to 50%F by 2022.	Date expected to stay at 2022.	RDM Strategic	11/02/2020	Data is requested from the RDM Divisions on a quarterly basis. In Feb 2020 the data sheets have been updated to request that the committee data is included on an annual basis (July). We will examine the data later in 2020 and report to the SAT / Heads of Division.	Ongoing
								10/08/2020	Due to Covid-19 April data reports weren't requested, however Felicity Green requested latest data sets at the beginning of August so we'll be able to catch up when these are returned.	
								17/03/2021	Charlotte Smith to work with Felicity Green on committee data.	

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32 - pg 92	Identify up and coming researchers across RDM, and use this data to inform who we can invite as speakers at the RDM Symposium in future years.	To achieve gender balance in symposium speakers.	We have balanced the symposium chairs and judges.	Use the 'pipeline annual review meeting' (SAP14) to create a list to give to the researcher symposium organisers.	The 2018 speaker ratio was 43%F, 2019 36%F, over the last five years, averages at 36%F. From 2020 we want the ratio to be 50/50, matching the recent success in chairs and judges.	2024	RDM Strategic	10/08/2020	Charlotte Smith - 2020 Symposium was cancelled due to Covid-19. Decisions about future symposia have yet to be discussed, however, whether F-2-F or online, the action and measures will remain.	Ongoing
								01/09/2020	Venue has been booked for 2021 Symposium but very unlikely it will be an in-person event. Plan to convene a small working group in Autumn to discuss alternative options	
								17/03/2021	Virtual symposium will run next week. Update on figures to be provided after the event	
								10/06/2021	RDM 2021 Symposium 3 Chairs (1F/2M) 7 Main speakers (3F/4M) 7 Short talks (HoD and Graduates) (3F/4M) Overall F representation 7F/10M (41%) slightly above earlier figures.	
	Increase media coverage of RDM's female researchers. More women to feel confident presenting / discussing their science.	Increase the visibility of RDM's female scientists.  The preliminary interviews conducted indicate that some female researchers do not feel confident that they have the right skills to handle media interviews.	New	Organising an intensive half-day media training workshop aimed especially at female researchers within RDM.	In the first two years, 2019-2021 60% female attendees.  Priority will be given to female PIs and researchers who are close to setting up an independent research group.  Over the four years the number of RDM researchers quoted in the media should reflect or exceed the proportion of female PIs, (currently 27%F).	2024	Communications	03/12/2019	One of the (female) attendants of the media training course used her KIT day to attend the course.	Ongoing
								25/05/2021	In 2019 and 2020 there were two media training workshops organised within RDM. Charvy Narain to provide attendee data. New issues have emerged with two women who increased their media presence becoming subjected to online 'trolling'. Whilst being supported by Charvy Narain, the University Public Affairs Directorate, and colleagues: they are now understandably reluctant to continue with any personal media work. Charvy Narain will support publicising work through the RDM account to avoid repetition of online issues. Charvy Narain will consult with comms colleagues and also consider working with PAD/Comms colleagues in setting up a workshop / support network to discuss further. Charlotte Smith contacted EDI colleagues across Oxford and the actions RDM are undertaking were seen as best practice, with no further suggestions. Update written by Charlotte Smith	

Ref No	Objective	Rationale	Actions taken / in place	New Actions (as written in the 2018 application)	Measure and Monitor	Updated to 5 Year Schedule (Proposed)	RDM Group	Progress Report Date(s)	Progress Report (Initials and Acronyms at the end)	Action achieved?
33 - pg 93			Give female researchers first refusal on requests from the Science Media Centre.	Add at least ten female researchers to the University of Oxford 'Find an expert' database so that they can be approached directly.	Minimum 2 women added to database per annum.			25/05/2021	Ruth McCaffrey believes that RDM are currently under represented on this database but that it isn't widely used at the moment. Charvy Narain to investigate further. Update written by Charlotte Smith	
			New	Senior authors on a paper are more likely to be male, first authors are frequently female. Include a quote from the first as well as the senior author when the first author is female, thus increasing the chances of our female researchers being quoted in the media.	100% of press releases with a female senior and/or first author will have a quote from a female researcher.			25/05/2021	Over the last 18 months most media stories have focussed around Covid-19 so RDM press releases have not been as widely used as in previous years. Where RDM stories have had press releases, Charvy Narain is confident that appropriate quotes from women have been included and this will be ongoing. News stories are more difficult to level up, numbers are low so easily skewed. At the moment they are still more male dominated, as we are still dependent on people contacting us with their stories. Update written by Charlotte Smith	
			Use RDM's own external channels (website and twitter account) to raise the profile of our female researchers.	News stories on RDM website will reflect proportion of female ACARES staff (currently 47%) at the department.	17/03/2021			Charlotte Smith - Expanding on the Medical Sciences Division project '100 Women of Oxford Medical Sciences' which featured 10 women from RDM, we created a webpage on the RDM site to highlight some of the incredible women in the RDM, including academics and PSS. RDM women come from all walks of life, from all backgrounds, from all over the world. We've asked them to reflect on their journeys, their place in RDM and their vision for the next 100 years. On IWD 2021 we launched the page with a series of Tweets. We also promoted the page via the RDM Bulletin and it will feature in the 2021 RDM Symposium Booklet.		
			New	Anecdotally, more male researchers seem to be active on social media. Survey our researchers social media use to quantify if there is a gender bias in activity.	Establishing a baseline data set will give us the targets to achieve gender parity amongst social media use.  Targets to be set by 2020.			25/05/2021	A review of social media has yet to take place, this has been pushed to 2022.	

Ref No	Objective	Rationale	Actions taken / in place	New Actions (as written in the 2018 application)	Measure and Monitor	Updated to 5 Year Schedule (Proposed)	RDM Group	Progress Report Date(s)	Progress Report (Initials and Acronyms at the end)	Action achieved?
34 - pg 95	Foster female-led public engagement (PE) with science activities, and get a higher number of men involved in these activities.	To ensure that women are encouraged to develop leadership skills in public engagement (e.g. science festivals). To widen the range of activities provided, to attract more men to engage directly with the public.	RDM's two largest financial commitments for PE projects in 2019 are both led by female researchers.	Organise a workshop on using social media in an academic context.	Baseline to be established by end 2019. By 2023 we should be able to report that the gender of those undertaking public engagement activities reflect the ACARES staff population (currently 47%F).	2022	Communications	25/05/2021	Charvy Narain worked organised a social media workshop in the MRC WIMM (Charvy Narain to provide date and attendee info). Further workshops to be held at dates to be decided. Update written by Charlotte Smith	Ongoing
			We trained researchers for and organised a sold-out science stand-up comedy event in 2019. Unlike previous PE events, this attracted more male participants.	Expand the range of training and events to ensure all groups participate in PE activities. We have recently piloted a science comedy workshop, where 9/10 of the participants were male.	The science comedy event will be repeated annually aiming for gender balanced attendees.					
				Run an EDGE analysis to refresh and develop the public engagement and communications strategy within RDM.	Repeat the EDGE analysis annually to monitor how the public engagement plan is developing, and monitor female engagement in public engagement events.			25/05/2021	Edge review is still planned, likely to happen later in 2021 or 2022. Update written by Charlotte Smith	
<b>RAG Rating Summary</b>										
6	Amber									
28	Green									
0	Red									

Academic and Research Staff (ACARES)	ACARES
Anti-Bullying and Harassment (ABH)	ABH
Black Lives Matter (BLM)	BLM
Career Development Committee (CDC)	CDC
Division of Cardiovascular Medicine (CVM)	CVM
Environment and Culture Working Group (EACWG)	EACWG
Equality Diversity and Inclusion (EDI)	EDI
European Molecular Biology Organization (EMBO)	EMBO
Face to Face (F-2-F)	F-2-F
Female (F)	F
Final Honour School (FSH)	FSH
Harassment Advisors (HA)	HA
Head of Department (HoD)	HoD
Hilary Term (HT)	HT
Human Resources (HR)	HR
International Womens Day (IWD)	IWD
Keep In Touch (KIT)	KIT
Male (M)	M
Medical Sciences Division (MSD)	MSD
Michaelmas Term (MT)	MT
MRC Weatherall Institute of Molecular Medicine (MRC WIMM)	MRC WIMM
People and Organisational Development (POD)	POD
Personal Development Review (PDR)	PDR
Principle Investigator (PI)	PI
Professional Support Staff (PSS)	PSS
Public Affairs Directorate (PAD)	PAD
Radcliffe Department of Medicine (RDM)	RDM
Red Amber Green (RAG) (used as status for actions)	RAG
Research Excellence Framework (REF)	REF
Respectful Behaviours Framework (RBF)	RBF
Self-Assessment Team (SAT)	SAT
Trinity Term (TT)	TT
Wellcome Trust (WT)	WT