

Department of Educational Research, Lancaster University – Athena SWAN Action Plan 2021

Ref.	Planned action/ objective	Rationale	Key output and milestones	Timescale - start date	Timescale - end date	Person responsible	Success criteria and outcome
3.1	Rename AS committee into Equality, Diversity and Inclusion (EDI) Committee	To widen the remit of the committee	This change will be brought to the staff and departmental meetings for agreement	17 May 21 to prepare paperwork	Meetings to be held on 2 June 21	EDI Director	EDI activities will be named as such from June 2021. Action completed June 2021
3.2	Review membership of the committee to include one or more current student members (preferably one MA and one PhD student) and to include Professional Services (PS) staff. Continue to review annually	Aiming for committee to more closely and fairly reflect the gender and role balance within the department as a whole	Establish and then annually review to ensure a representative staff and student Committee	Feb 2022 Feb 2023 Feb 2024 Feb 2025	Feb 2026	EDI Director	To be agreed at the staff meeting in the February 2022. Annual report to Management Team (MT) indicates that EDI Committee is representative of staff and students
3.3	Workload units will be allocated for those carrying out work on behalf of the EDI	This will be discussed with the Head of Department in	This will take place in February 2022 and reviewed annually	February 2022, 2023, 2024, 2025, 2026	By end of Summer term 2022	Head of Department	Units included from 21 /22 academic year

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	Committee (previously the SAT)	readiness for enacting 3.2					
3.4	a) Organise and deliver webinars on gender and other aspects of EDI in the workplace twice a year. b) Establish indicators of change for inclusion in staff survey.	To embed EDI values within the Department	a) Minimum of two webinars to be held with at least one looking at an intersectional issue b) Agreed set of indicators for change in inclusion in staff survey	March and June 2022 November 22 and March 23 November 23 and March 24 November 24 and March 25 November 25 and March 26	To be reviewed after 3 years, potentially concluding in 2026 dependent on careful evaluation November 2026	EDI Director	a) Two webinars per year attended by representatives of 3 research centres/program me teams Webinar evaluations to report increased awareness of the issue (>80%) and to identify next steps for increasing awareness. b) Reporting of progress against indicators
3.5	Organise an annual discussion at departmental level to monitor	To co-construct and monitor EDI progress. This will feed into	Organise an annual face-to-face meeting and interviews with staff and student	June 2022 onwards	June 2026	EDI Director	Annual events to take place and engage members of staff (>60% staff

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	and evaluate EDI progress (along with individual interviews with staff and students)	item 3.4 as we identify what staff development activities are needed	representatives Discussion recorded and distributed to students				attendance) and student representatives from each programme in activities and interviews
3.6	EDI Committee to meet termly to review progress with Action Plan	To ensure regular and active agency in progressing EDI activities	Termly meetings, minuted and actioned	February 2022, June 2022 and November 2022 then each year	Nov 2026	EDI Director	EDI Committee to meet each term, Annual report against Action Plan to the Management Team for ongoing evaluation and review purposes
3.7	EDI Committee to report regularly to all staff and students via the Staff and Departmental meetings	To communicate and embed EDI values across the department and develop ownership	Ongoing agenda item for discussion a) Minutes of Staff and Departmental Committees meetings to be shared b) Staff survey question included "My dept promotes	a) Feb, June and Nov 2022 termly b) June 2022 June 2024 June 2026	a) Nov 2026 b) June 2026	EDI Director	% increase from 75% to 85% for "my dept promotes gender equality" Staff survey question

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			gender equality” bi-annually				
3.8	Add content about Athena SWAN and EDI to public facing website e.g. on the “About us” page	Need to make the Department’s commitment to EDI principles more visible publicly	a) Revise “About us” webpage b) Consult with student reps to gather feedback Summer Dept Meeting	a) Jan 2022 b) May 2022 Repeated annually	a) Mar 2026 b) July 2026	Head of Department and Departmental Online Learning Support Officer	Website updated to communicate our EDI commitment to an external audience. Annual review of website and evidence gathered to be used to identify future actions.
4.1.1	Review publicity materials for the MA ESJ course in consultation with students bi-annually	To ensure equality in appeal to students	a) To increase male applications to provide gender balance on the MA programme each year in line with HESA cost centre targets (30% M) b) Revised publicity based on student feedback	a) Feb 2022 b) Feb 2022, Oct 2024, Oct 2026	a) Sept 2026 b) Oct 2026	MA Programme Director	a) By 2026 we aim to have 30% M registrations. b) Annual Changes identified for revising publicity monitored
4.1.2	Review MA ESJ application	To ensure equality in	To increase male applications to provide the gender	a) Feb 2022 b) Feb 2022	a) Sept 2026	MA Programme Director	By 2026 we aim to have 30% M registrations.

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	process for any bias	appeal to students	balance on the MA programme each year in line with HESA cost centre targets (30% M) b) Outline of application process and Identified actions to address identified bias		b) Oct 2026		
4.1.3	Ensure student data for PG Research degree applications are a maximum of 6 months old	To develop efficient methods for monitoring up to date student data	Six monthly student data reports	Nov 2022 & May 2023 Nov 2023 & May 2024 Nov 2024 & May 2025 Nov 2025 & May 2026	November 2026	Director of Recruitment	Production of useable six-monthly reports
4.1.4	Investigate reasons for low numbers of male offers and starters for PG Research degrees	To increase the gender balance on programmes each year in line with HESA cost centre targets	Review publicity materials and recruitment practices in consultation with students through survey / feedback from non-starters	June 2023 June 2024 June 2025	June 2026	Programme Directors for each programme	Identify and implement 3 actions to meet Target of 30% M registrations within 5 years

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4.1.5	Investigate strategies to maintain good completion rates of PG Research students especially males	To maintain good completion rates	Review programme content and practices in consultation with students, through survey or supervisor feedback	Nov 2022 Nov 2023 Nov 2024 Nov 2025	November 2026	Director of Teaching with Programme Directors	Maintain good completion rates Identify 3 actions and report at the Teaching Committee for implementation
4.1.6	To see if the imbalance in PhD in HE application conversions changes with the shift online	Review application data	To consider how to increase the gender balance for this programme in line with HESA cost centre targets	Nov 2022 Nov 2023 Nov 2024 Nov 2025	November 2026	Director of Recruitment with Programme Directors	To report at the Teaching Committee and decide further actions to be taken
4.1.7	Introduce a briefing document for employers about how to best support employees on the PhD in HE programme	To maintain good completion rates by communicating how employers can support students more effectively	Develop letter to employers/optional for students to send them. a) Introduce and establish a baseline for distribution to employers; b) feedback from % sharing with employer based on baseline and	Nov 2022 Nov 2023 Nov 2024 Nov 2025	November 2026	Director of Teaching	Maintain or improve current completion Baseline established for use of letter and monitor % sharing with employer, based on baseline data establish annual % increase / feedback through annual review process of impact

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			students' views on impact				on student retention and feedback confirming levels of support.
4.1.8	Investigate strategies to maintain good completion rates specifically on the PhD in HE programme	To review the differences in completion rates across programmes and improve completion rates (particularly for the PhD in HE programme)	a) Review programme content and practices in consultation with students, through survey and supervisor feedback b) Identified strategies from report to be implemented 2023	a) Oct 2022 b) Jan 2023	a) Dec 2022 b) Feb 2026 Exam Board	Director of Teaching with Programme Directors	a) Report at least 3 identified strategies to the Teaching Committee for implementation b) Improved completion rates
4.2.1	All staff leaving the department should be encouraged to undertake an exit interview	To monitor and maximise retention and investigate and address notable patterns	Introduction of exit interviews to take place prior to leaving.	May 2022	May 2026	EDI Director	100% staff offered an exit interview Production of Annual Report for MT and % of uptake meeting or exceeding >50%
5.1.1	Staff involved in recruitment to have completed	To ensure that staff with recruitment	All staff to complete training. Regularly	July 2022	December 2026	Head of Department	Audit of all recruitment panels shows 100%

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	the 'Recruiting the Best' training by July 2022	responsibilities are better equipped	assess completion rates.				completion of training for chairs and >75% of panel members
5.1.2	Review the gender profile of applications, shortlisted and appointed candidates for posts in the Department on an annual basis.	To maintain our practices of not discriminating on grounds of gender	Annual review of the patterns of applications, shortlisted applications and appointments	July 2022 Annually where there has been recruitment	July 2026	EDI Director	Gender balance of applications shortlisted and appointed candidates maintained. Production of Annual Report for MT to confirm practices do not discriminate on grounds of gender or include recommendations to address concerns
5.1.3	Review our induction activities, to ensure that they cover all of the relevant sources of departmental	To ensure all staff are better equipped to carry out their roles and aware of Institutional	Review of activities when new staff start to ensure all relevant materials are provided and up-to-date	July 2022 Annually where there has been recruitment	July 2026	EDI Director	EDI Cttee to elicit feedback from all new staff on effectiveness of induction activities (>80%) satisfaction with induction

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	information and support for staff	policies and staff networks	Next appointment earliest starting Sept 2021				(compared with 60% who found in helpful in 2018/2020).
5.1.4	Review our support strategies for promotion to ensure that academic staff of all genders are encouraged and supported to apply for promotion	To ensure academic staff are well supported to apply for promotion	Agree a plan for 2022-26, Staff development event see 5.1.5, peer support and attendance at annual institutional events.	Sept 2022 Sept 2023 Sept 2024 Sept 2025	Sept 2026	Director of Staff Development	All academic staff to be invited to annual institutional promotion event. 80% of all academic staff are aware of support strategies monitored by MT annually. Include feedback question as part of annual discussion (Action 3.5) with >60% reporting they consider they have been supported to apply for a promotion.
5.1.5	We will ensure there are greater opportunities for academic staff to	To ensure all academic staff are well supported to	One staff development session annually focusing on promotion Focus	Sept 2022 Sept 2023 Sept 2024	Sept 2026	Director of Staff Development	Annual promotion events to include application of promotion criteria.

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	understand how the promotion criteria are applied	apply for promotion	outlined in plan 5.1.4, for example 2022 sharing event outlining support strategies leading to promotion successes	Sept 2025			Individual workshop evaluations reporting high degree of participant awareness of criteria (>80%) monitored by MT
5.1.6	Identify typical times in grade by gender to assist in preparation for promotion	Identify any systemic gender bias in promotion intervals and aid career development	Clear report showing time intervals for M/ F between promotions	Sept 2022 Sept 2023 Sept 2024 Sept 2025	Sept 2026	FASS HR and Head of Department	Make data available to all staff on Intranet
5.1.7	Identify potential academic promotion cases 2 years before end of typical promotion window (as determined from previous action)	Timely promotion, especially to Professor for women	Individual meetings with HoD Effective staff review meeting which identifies gaps in profile for academic promotion. Clear support tailored to individual identified to reinforce promotion	Sept 2022 Sept 2023 Sept 2024 Sept 2025	Sept 2026	Head of Department	All academic staff, especially F for promotion to professor, have a good case for promotion at start of promotion window. (>75%) staff <2 years from end of typical period in

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			cases as part of strategies in 5.1.4				grade report good individual support for promotion based on 2020/21 benchmark of 50%
5.3.1	Understand the uptake of development opportunities and the disparity between men and women	To improve take up of development opportunities by all academic staff	Summary of a focus group to discuss this issue with academic staff	July 2022 July 2023 July 2024 July 2025	July 2026	EDI Director	Short summary of findings to MT, possible reporting to HR
5.3.2	Ensure that female staff development needs are addressed in PDRs	To ensure female staff's development needs are identified	Report of development needs identified by gender presented to the MT	Feb 2022 Feb 2023 Feb 2024 Feb 2025	Feb 2026	Head of Department	Short summary of findings and resulting actions to be presented at the staff meeting, actions to be discussed, possible reporting to HR
5.3.3	Find out the reasons that some women find the PDR process unhelpful through	To improve PDR processes	A summary of reasons to be drawn from a focus group with female staff	Feb 2022 Feb 2023 Feb 2024 Feb 2025	Feb 2026	EDI Director	Short summary of findings to be presented at the staff meeting, actions to be

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	focus groups and address this						discussed, possible reporting to HR
5.3.4	Review and revise the mentoring scheme in whole department consultation. Consultative review bi-annually	To improve mentoring of staff	Consultation on new scheme in Staff Meeting	June 2022 June 2024	June 2026	EDI Director	Development and evaluation of revised mentoring scheme with improved feedback on the scheme from all staff
5.3.5	To monitor uptake of career progression opportunities for students	To ensure we communicate the purpose and importance of these opportunities and ensure they are accessible to both men and women	Collect data on uptake of opportunities from students and consult with course reps	Feb 2022 Feb 2023 Feb 2024 Feb 2025	Feb 2026	Programme Directors	Feedback from course reps confirms students recognise importance of progression opportunities Identify at least 3 relevant issues and implement
5.3.6	To monitor whether the support needs of the MA students are different from those of the PhD students and if so	To ensure that MA students are supported as well as possible	Consultation with course reps	Feb 2022 Feb 2023 Feb 2024 Feb 2025	Feb 2026	MA Programme Director	Feedback from course rep confirms MA students feel well supported.

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	we should evaluate what specific support is needed in addition to that which is already offered						Identify at least 3 relevant issues and implement
5.5.1	Monitor hiring practices to ensure there is no bias against candidates who may wish to start a family and therefore take parental leave	To ensure that the absence of requests for parental leave is choice rather than bias	More staff completing the 'Recruiting the Best' training (action 5.1.1). Ensure family leave provisions are highlighted in recruitment packs	Feb 2022 Feb 2023 Feb 2024 Feb 2025	Summer term 2025	Head of Department	Feedback from new appointees indicates > 85% satisfaction with information provided regarding family leave provision
5.6.1	Introduce frequent discussions at Staff Meetings of gender equality so that we can develop shared practices for allowing these sometimes difficult	To address inhibitions about raising EDI matters in conversation	EDI to be embedded in all management team and Programme Director roles to be carried through as a standard item on all committee agendas	Jan 2022 Jan 2023 Jan 2024 Jan 2025	Jan 2026 Jan 2026	EDI Director	EDI to be a transparent aspect of all key roles within the Department. One substantive discussion each academic year; increase number of staff who report that the

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	conversations to take place						Department promotes an equality culture from 80% to >95% by 2026
5.6.2	Ensure that staff and students are aware of the mechanisms for reporting incidents relating to equality or dignity at work	To make sure students and staff are effectively supported to report incidents	Ensuring any incidents are reported and complaints addressed in line with Institutional policy	Feb 2022 Feb 2023 Feb 2024 Feb 2025	Feb 2026	EDI Director with EDI Committee	Staff are informed of Institutional policies at induction. An annual reminder will be given at a staff meeting. Student reps to be consulted annually to ensure that there is awareness of mechanisms for reporting incidents relating to equality or dignity at work (>80% to report familiarity with policies) Student rep reports and annual report of incidents and

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							resulting actions to MT for review.
5.6.3	We will monitor the uptake of HR training by line managers and ensure there are no gender differences in gaining access to this training	To ensure training is taken up by all staff	Increases in uptake of HR training	July 2022 July 2023 July 2024 July 2025	July 2026	Director of Staff Development	Annual Report to MT with aim that all have access to HR training
5.6.4	Review the current practice of appointment of committee chairs to see if we can develop a system that allows for a greater variety of chairs for committees in the Department	To develop a system that allows for a greater diversity in committee chairs. New system to be reviewed annually	Discussion and decision at the staff meeting; proposals developed by MT, including succession planning	March 2022 to develop system. Reviewed in March 2023 March 2024 March 2025	March 2026	Head of Department, MT and EDI Director	Gender of Committee chairs matches gender distribution of staff represented on Cttee (incl. PS staff, where relevant) as reported to MT annually
5.6.5	Review the allocation of committee roles to ensure that	To develop a system that allows for transparency in	Discussion and decision at the staff meeting; proposals developed by MT,	March 2022 March 2023 March 2024	March 2026	Head of Department	Gender of Committee chairs matches gender distribution of staff

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	there is a transparent process by which these roles are allocated and staff have the opportunity of expressing an interest in taking on these roles	allocation of roles, linked to staff development needs	including succession planning	March 2025			represented on Cttee (incl. PS staff, where relevant) as reported to MT annually. To achieve improved feedback to question in staff survey about opportunities to participate staff 79% female increased to >90% and 67% male increasing to >80%
5.6.6	From September 2020, we have collected data on the gender and ethnicity of speakers at Departmental public events, which we will review on an annual basis	To ensure gender balance of speakers	Regular review by the EDI Committee of who has been invited to speak; following analysis of data in June 2022 agree targets for gender and ethnicity	June 2022 June 2023 June 2024 June 2025	June 2026	Organiser of Research seminars	Communication between EDI Committee and Research Centres for monitoring and to garner suggestions of speakers to meet the agreed target; Annual report to staff meeting, by research Centres