Actions for the GPSG are prioritised using a traffic light system.
GREEN = structures are already in place to make this happen, GPSG will just need to monitor,
AMBER= some parts of the required structures are there, but they need strengthening and this will require input from GPSG,
RED= structures not in place and urgent and/or substantial work required. These will be top priorities for GPSG.

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
1. The self-assessment process and structures for monitoring and promoting good practice						
1.1	Monitor impact of Athena SWAN actions	The staff/ research student survey uncovered a number of areas of dissatisfaction amongst staff and has been a very useful tool in bringing the Department together to look at how it can be strengthened. Our action plan will inevitably evolve as circumstances, and our understanding of them, change.	Introduce triennial staff and research student survey in order to audit staff and PGR satisfaction and monitor how our Athena Swan actions are impacting on the Department. GPSG to revise the action plan annually and report changes (and the rationale for them) to departmental committee.	GPSG GPSG	Staff and PGR survey to be taken at end of MT2016. Annually	*Outcomes:* An understanding of progress made over the period. An Athena Swan action plan that remains relevant and thus continued engagement with the process. *Outputs:* Comprehensive data on staff and research student attitudes at end of period, to compare to 2013 survey. Annually refreshed action plans. *Measures:* Survey response rate. Target: 90% of staff and 60% of PGRs.
	Improved communication of information through website	A major theme running through responses to our staff/student survey was a lack of effective communication across the department. Our new website will be an important tool in combating this.	Guided by the UK Research Councils' report `Making Women Visible Online' use the new website to promote female role models, to facilitate communication and information flow and to promote the principles of the LMS Good Practice Scheme and the Athena Swan Charter.	Publicity Committee	Website to be launched 2014/15 Process of uploading and updating information ongoing	*Outcome:* Improved platform for communicating information both within and outwith the department. *Output:* New website with, e.g. Equal balance of female/ male photos. *Measures:* Hits on website. Responses to 2016 survey.

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
2. UG and PG students						
2.1	Increase the proportion of female home/EU students at UG level	Although our overall proportion of female undergraduates is quite close to 50%, it drops when we restrict to home/EU students. Transfer rate into the Mathematics and Statistics degree suggests that candidates don't have a good feel for what university level statistics involves. We have recently hired an outreach officer to promote statistics in schools.	Promote statistics to years 10-13, particularly girls, via outreach activities described in section 4. Interview students transferring into our degree from mathematics to better understand their motivation and thus to inform design of our promotional material and outreach activities. Explain Oxford stats clearly and attractively in promotional materials/website/open days Ensure prominent displays featuring female role models at all stages of their careers in new building.	Outreach officer Academic committee Publicity committee New building committee	Events held annually Annually over period Website updated by end of 2014/5, refreshed annually Materials produced by opening of new building in 2015	**Outcome:** Long term target: 50% of all UG admissions women, including when restricted to home/EU. N.B. Significant progress towards this may not be made over three years. Aspiration: By 2017, 50% of all UG admissions and 40% of home/EU admissions are women. **Outputs:** Increase in number of 'taster' events to 20 by 2015/16. Display material in new building. **Measures:** Audience numbers/feedback/ repeat bookings Hits on website Application numbers
2.2	Maintain proportion of women on MSc course	The current proportion of women on the MSc is close to 50%, but the syllabus is under review.	Carefully monitor student data as the syllabus changes. Refresh publicity material, in particular ensuring that it features female role models at all career stages, drawn from current students, alumni and staff.	MSc supervisory committee	On an annual basis. New material available for 2014/5 admissions round.	**Outcome:** MSc admissions remain at 50% women **Outputs:** New publicity material. **Measures:** Hits on website. Application numbers.
2.3	Increase proportion of female PGR students	Over 2/3 of 1st year PGR students are male (40:18 over 5 years). Concern	Survey/interview current 3rd and 4th year undergraduate and MSc students to understand what	GPSG	2014/5 academic year	**Outcomes:** 35% women PGRs across the department by 2017. 30% female applicants to

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
		that this may be worsened by the effects of the £9K fee, the OxWaSP CDT (85% of applications received to date are from men) and the changing balance of research groups in the department.	influences choices about pursuing further study/effects of the £9K fee. Review the approach to attracting applicants to OxWaSP with a view to attracting more women. Investigate gender balance in 4th year/MSc options courses and use focus groups of current students to understand what influences any differences (do role models and working patterns influence choice as well as subject matter?) Produce a series of `10 things I wish I'd known before...' sheets for the website.  Proactively encourage our best undergraduates, especially women, to apply for summer internships that give `tasters' for university research.	OxWaSP management committee GPSG with support from DoS GPSG DoS	Immediate effect. 2014/5 academic year One per year in period Annually	OxWaSP. ***Outputs:*** Summer interns `10 things I wish I'd known before…' sheets. ***Measures:*** Hits on website Application numbers. Applications for internships.
2.4	Avoid gender bias in assessment for degree classifications.	Although numbers are small, there is some evidence that women are underperforming relative to their male peers on the dissertation component of the MMath. This runs counter to what we expected. Moreover, assessed group practicals were recently introduced to the MSc – an important innovation, but a new departure for	Investigate possible gender differences in performance of undergraduate/MSc students on components of the course with different forms of assessment.	DoS/MSc advisory committee	Annually, but in 2014/5 academic year review historical data	***Outcome:*** Gender balance in final exam results.

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
		Oxford.				
3. Career development						
3.1	Reduce attrition of female staff at transition from DL/Postdoc to UL	Turnover is extremely low among academic staff, but there is major attrition in the transition from DL/postdoc to permanent academic position. By interviewing leavers we can obtain candid views about life in the department and, in particular, by talking to postdocs understand their career decisions and provide more information and support for future generations.	Introduce exit interviews for all leavers.	HoD/HR officer	Ongoing	**_Outcome:_** Retention of more women in the system beyond the DL/postdoc stage N.B. Since we currently have no female postdocs in post, we will have little or no data before 2017. _Outputs_ will be actions arising from exit interviews.
3.2	Increase number of applications from women for academic posts at all career stages.	The percentage of women academics is too low, with numbers of female applicants falling away as we move through career stages.	Repeat the recruitment training course and promote online training. Institute a system of search committees for permanent academic appointments. Ensure that advertisements for posts at all levels are disseminated through networks such as `European women in mathematics'. Review the language and style of our advertisements and further particulars to ensure that they are attractive to both women and men. Ensure that there is at least one	HR officer HoD with advice on membership from Research strategy committee HR officer GPSG with advice from HR Officer HoD	Late 2014 (to capture new staff) Immediate effect Immediate effect Summer 2014 Immediate	**_Outcome:_** Long term target, gender balance in applications at all career stages. N.B. Especially at later career stages we are unlikely to see anything like balance by the end of the three year period. Aspiration: by 2017, 20% of applications to ULs/Chairs, 30% of applications to DLs/postdocs women. **_Measures:_** number of applicants, number of informal enquiries number of downloads of further particulars

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
			female and one male member of the academic staff identified to respond to informal enquiries in advertisements for vacant academic posts.		effect	
3.3	Postdocs and ECRs have access to, and take advantage of, networking and personal development opportunities both within and outwith the department.	Our survey and focus groups showed that postdocs and ECRs don't necessarily take advantage of personal development courses available to them. They would also like to revive schemes encouraging more networking within the department.	Apply to pilot Researcher Development Framework workshop.

Relaunch the Network with a small budget.

Promote networking opportunities in MPLS and the wider university and the OLI leadership development programme. | HR Officer

ECRs/postdocs (volunteers have come forward)

HR Officer/ GPSG | Autumn 2014

Summer 2014

Ongoing | *Outcome:* Postdocs and ECRs provided with, aware of, and taking advantage of, networking and personal development opportunities.

Outputs: The Network

Researcher Development Framework workshop

Measures: Attendance at the Network and workshop,

Uptake of personal development courses and networking opportunities,

Responses to 2016 survey |
| 3.4 | A robust framework for appraisal and career development reviews. | Our survey revealed a need for tightening up of arrangements for appraisal and career development reviews. There was call for more feedback at all levels and `appraisal with real information'. | Review the structures for appraisals/CDRs for all staff and share ideas on embedding good mechanisms with other departments, especially those in similar disciplines such as computer science and mathematics.

Revise the timetable for appraisal for new appointments and early career staff.

Promote courses on `managing people' and, in particular, | GPSG with advice from HR Officer

HoD/HR Officer

HR Officer/GPSG | Consultation 2014/5, train appraisers 2015/6, implement 2016/7

From 2014/5

From 2014/5 | *Outcomes:* All staff have a clear understanding of career options, including internal posts and promotions.

A sufficiently distributed structure that all staff can identify an individual they can comfortably talk to about promotion/career opportunities.

Outputs: Information on web

Trained PIs/ Senior academic staff |

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
			conducting appraisals/CDRs for PIs/line managers.			*Measures:* Uptake of training
			Place a clear explanation of the new RoD scheme and the support available for preparing applications on the website.	HR Officer	Summer 2014	Number of informal discussions about/ applications for promotion
			In career development discussions with staff, outline the options that are available to them.	PIs/ Senior academic staff	Train PIs/ senior staff summer 2014	Numbers of (discussions about and) internal applications for posts Responses to 2016 survey
			Ensure that there are at least two senior members of staff, including one male and one female, available to discuss vacant posts or RoD in confidence with interested staff.	HoD /HR Officer	Immediate effect	
3.5	Support for new academic staff through induction to their role.	Although most respondents in our survey had received an induction to the department from the administrator, rather a small proportion of academic and research staff had had an induction to their role. With academic life becoming more and more demanding and many of our staff recruited internationally, it was felt that a more detailed induction, explaining what was expected of individuals, is now required. Moreover, there is a great deal if	All new academic staff to have formal meeting with HoD. All new research staff to have formal induction to their role. Online `staff handbook' to be developed for the new web pages. During initial HoD/DL meeting, stress expectation to conduct research as well as teaching. Highlight opportunities for grant funding/ significance of the REF. Help set research goals. Ensure that each new DL has an initial meeting with the head of an appropriate research group on arrival. Anonymously collate data on	HoD PIs GPSG HoD HoD/research group heads HR officer	Immediate effect Immediate effect 2014/5 plus annual refresh Immediate effect Immediate effect Ongoing	*Outcomes:* All staff have a clear understanding of the expectations of them in all aspects of their role. *Ouputs:* Staff handbook Data on training needs Inductions *Measures:* Responses to 2016 survey, Uptake of training Research activity (papers, grants, invited lectures etc) of DLs

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
		information to take in and it would be helpful to gather that in one place.	training needs from CDR/appraisal discussions and identify and promote relevant courses.			
3.6	ECRs/Postdocs and PGRs fully informed when making career choices	One of the big attrition points for women is between graduate research and postdoctoral position, with a second `cliff' at the end of a fixed term, early career post. Our students and ECRs independently requested support from the department in making career choices. They emphasized that this did not just mean within academia. There was also a clear desire for more opportunities to network with young researchers in other universities.	In collaboration with the careers service, organise careers oriented days, with a recent leaver speaking (including female speakers and speakers from outside academia) and promote them on the website. Create a small travel fund to support participation of PGRs in conferences such as `Young women probabilists'.	GPSG HoD	Annual	*Outcome:* Support in making careers choices for ECRs and PGRs embedded into our activities *Outputs:* Regular careers events Travel fund for PGR attendance at networking events *Measures:* Attendance at careers events, Uptake of support offered by Careers Service Number of applications to travel fund for networking events Responses to 2016 survey
4. Organisation and culture						
4.1	Efficient and transparent decision making	Responses to our survey, and the construction of a departmental governance chart, revealed a need for a review of our committee structure, the way that individuals can feed opinions into it and the way that information flows out of it.	Review need for, and terms of reference of, all committees. Introduce standard terms of service on committees to ensure turnover. Review nominations process to committees. Identify key committees and make sure there is equality across them. Place governance chart on web	Working party on committees (to be set up by departmental committee) Publicity	First report summer 2015. Approve/ implement 2015/6/7 Summer	*Outcomes:* Efficient and transparent decision making in the department. *Outputs:* A simplified committee structure, with balanced representation. A mechanism for soliciting input on key topics. Two student reps on committees. *Measures:* Number of staff

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
			with links to remit and membership of committees.	committee	2014	hours used by committees Responses to 2016 survey
			Investigate means of disseminating list of key topics under discussion.	Working party on committees	2014/5	
			Those committees with student reps be asked to consider having two such.	All committees (GPSG to monitor)	Immediate effect	
4.2	Fair and transparent workload allocation.	Our survey revealed a great deal of dissatisfaction with workloads and a perceived lack of transparency and fairness in workload allocation. Focus groups suggested that a large part of the problem is the complex nature of an Oxford job, with most academic staff holding multiple appointments across departments and colleges and no one taking a holistic view of any given individual's activities.	Annually gather information from individuals on all aspects of their academic activities, both within and outwith the department, to inform workload allocation. Seek ways to minimise the burden that updating this information will place on individuals.	HoD/GPSG	Propose interim mechanism 2014/5 Thereafter Ongoing	*Outcome:* The HoD has a holistic view of each individual's academic activities and takes them into account in workload allocation *Outputs:* Comprehensive information on activities of academic staff *Measures:* Responses to 2016 survey.
4.3	An inclusive culture in which all staff are engaged with the issues faced by the department and feel consulted over decisions that will affect them.	A major theme throughout our data gathering exercise was concern about communications and engagement in decision making. An away day, held in 2013, was viewed as a great success.	Repeat the away day with implementing our Athena Swan action plan as a key topic; consider making it an annual event. Engage people from across all roles in the department to organise social events (e.g. set up and clear up, pass round food and drinks)	HoD HoD/ Departmental committee	2014/5 Ongoing	*Outcomes:* Better decision making and support for decisions. *Outputs:* Away day (possibly annual) Presentation of key messages of Athena Swan application/ action plan for staff

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
		Further concern was expressed about the tendency for it to be exclusively support staff (and therefore women) acting as hosts at social gatherings.	such as welcome and summer parties and retain seating plans at departmental dinners.			Inclusive social events *Measures:* Responses to 2016 survey
4.4	Effective outreach activities	The department is strongly committed to outreach, and has recently appointed a schools liaison and outreach officer (joint with mathematics). However, outreach is not currently taken account of in workload allocation. Moreover, although we have a great deal of activity for schools, there is less aimed at conveying the role of statistics, and the contribution of female statisticians, to the wider university or the general public.	Take account of outreach activities in workload allocation. Organise annual Florence Nightingale lecture, celebrating the importance of statistics and, in particular, the contributions of female statisticians, targeting an audience from the wider university and the general public.	HoD Events manager/ Outreach officer	From 2014/5 First event 2015	*Outcomes:* More staff involved in outreach activities. A better understanding of the importance of statistics, and the role of women statisticians, across the university and among the general public. *Outputs:* Outreach activities Florence Nightingale Lecture *Measures:* Numbers of events Audiences/feedback Repeat bookings
5. Flexibility and career breaks						
5.1	Awareness by staff of opportunities for flexible working.	Most staff value our informal approach to flexible working, but some are unaware of the formal possibilities.	Include information on opportunities for flexible working in staff handbook. Make sure the induction process adequately explains responsibilities in terms of both the department's and the individual's needs.	GPSG subgroup HoD	2014/5 Immediate effect	*Outcome:* Awareness of opportunities. *Output:* Links in staff handbook *Measure:* Hits on website Responses to 2016 survey
5.2	Information for	Current staff about to	Link MPLS parent's factsheet to	Publicity	2014/5	*Outcomes:* Easily accessible

Ref:	Objective	Rationale and action already taken	Actions planned	Responsibility	Timescale	Outcomes, outputs and measures of success
	parents and carers is easily accessible and the HoD is well briefed on issues for discussion with those seeking parental/ carers leave.	take maternity/ paternity leave, valued the amount of information available, but recommended finding a more `digestible' starting point. As a given HoD is unlikely to see more than one or two cases during their tenure, it is important that they are well briefed in items to discuss.	the website. Prepare checklist for the HoD of issues to discuss with those preparing for maternity and paternity leave, and those returning from it.	committee GPSG/HR Officer	2014/5	information for parents and carers. Robust system for comprehensive discussions with HoD. **Outputs:** Links from handbook Checklists for HoD **Measures:** Hits on website Responses to 2016 survey
6. Miscellaneous						
6.1	A department that understands the issues that it faces and is working as a team towards a common goal.	The move into our new building should be a real catalyst for change in the department and we would like to use its opening to promote the notion of the department as a highly successful team working towards a common goal. Since we are quite a small department, almost none of our data is statistically significant and could be due to any number of factors. In particular, we would like to compare our survey results to those of departments with very different gender balance.	Organise an opening event for the new building, celebrating the successes of women and men at all levels in the department, instilling a sense of unity as we move under a single roof. Compare results of our survey to those of departments with greater proportion of women.	HoD/Events manager GPSG	Summer 2015 As data becomes available	**Outcomes:** A sense of unity and pride moving forward. A better understanding of the responses to our 2013 staff/student survey. **Outputs:** An event celebrating the achievements of statistics and statisticians in our new home. Comparative data analysis of survey results from departments with different gender balances. **Measures:** Attendance at opening event Responses to 2016 survey