

British Antarctic Survey Action Plan



The objectives and actions outlined below reflect the themes and issues identified by our Self-Assessment Team (SAT). We have set targets, which are **challenging** yet **realistic**, given our starting point, the changing context within BAS and our workforce plan constraints. The SAT will keep the Action Plan 'live' by monitoring progress and making adjustments based on further data analysis. Our aim will be renewal of the Bronze award in 2018 with the intention of aiming for a Silver award in the future.

The data collected by different departments and groups will feed through the SAT to address the actions.

The following abbreviations have been used throughout the plan:

BET – BAS Executive Team	OEA – Open Ended Appointment
DTP – Doctoral Training Partnership	ReDS – Research and Development Support Team
ECU – Equality Challenge Unit	SMT – Senior Management Team
FTA – Fixed Term Appointment	She – Gender indicators for Research and Innovation
HESA - Higher Education Statistical Agency	STEM – Science Technology Engineering Mathematics
IMP – Individual Merit Promotion	WiS – BAS Women in Science
L&D – Learning and Development Team	WISE – Women in Science and Engineering

Ref	Objective	Status at April 2015	Action planned and timescale	Responsibility	Success measure
Self-Assessment and sharing good practices					
A1	Promoting Athena SWAN activities, reviewing progress and achieving good practice.	<p>Athena SWAN is a regular agenda item for the BAS executive team (BET).</p> <p>Updates are shared at the Directors' quarterly staff briefings, the Staff Forum and WiS group meetings.</p>	<ul style="list-style-type: none"> • Poster campaign raising awareness of Athena SWAN initiatives – by Dec 2015. • Dedicated Athena SWAN page on the BAS website – by March 2016. • Presentation of Athena SWAN findings to all staff – Sept 2015. • Athena SWAN initiatives (e.g. career talks and panel discussions) – 2 events per year from April 2015 	<p>Self-assessment team (SAT)</p> <p>Self-assessment team</p> <p>BAS Director/ Women in Science group (WiS)</p>	<ul style="list-style-type: none"> • Awareness among staff about Athena SWAN and its benefits. • More engagement and increased participation at Equality & Diversity events. • Higher positive response to relevant questions in staff survey.
A2	Ensure ongoing engagement and support of BAS Executive Team (BET) and Senior Management Team (SMT) for Athena SWAN.	Several initiatives and events to address issues highlighted by staff have already taken place driven and supported by members of BET and SMT (e.g. career talks, workshops on leaderships, innovation and learning.	Continue to discuss Athena SWAN actions and initiatives at BET bimonthly meetings - ongoing.	Director of Innovation and Impact	Athena SWAN, and specific SAT actions to appear in BET minutes
A3	Gather staff feedback, about what makes them happy at work and what hinders their development and success, with a particular focus on	Issue identified for action at SAT meetings.	Undertake a biennial staff satisfaction survey – from May 2016.	Staff Forum	<ul style="list-style-type: none"> • Results fed back to all staff within 2 months of completion – July 2016. • More engagement and transparency about issues that affect work satisfaction and career

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	women in science				development.
A4	Produce an accurate breakdown of BAS staff demographics to identify trends, in particular those about gender distribution and areas for improvement	Issue identified for action at SAT meetings.	Production of E&D annual report – from March 2016	Human Resources (HR)	<ul style="list-style-type: none"> • More awareness among staff sharing protected characteristics about protected groups. • Increased participation at E&D events. • Higher positive response to relevant questions in staff survey.
A5	Maintain SAT enthusiasm and motivation to promote knowledge sharing and higher staff engagement in Athena SWAN activities.	Issue identified for action at SAT meetings.	Review and refresh membership annually - from Dec 2015.	SAT	<ul style="list-style-type: none"> • At least one SAT member is replaced each year. • New ideas and initiatives generated to promote Athena SWAN and drive staff engagement
A6	Provide ongoing support to staff while working away from Cambridge HQ, especially female scientists.	Regular visits to staff on ship and stations undertaken by members of SMT, L&D staff and HR to enhance communication, roll out training and gather feedback.	<ul style="list-style-type: none"> • Continue to provide developmental sessions to staff on field work at the beginning of the summer season - Oct-Nov annually. • Continue to arrange biennial visits to ships and stations to build closer links with staff away and listen to their feedback. 	<p>Learning and Development Team (L&D)</p> <p>SMT</p>	<ul style="list-style-type: none"> • More engagement from staff with L&D activities. • More frequent interactions between Cambridge HQ and staff on bases and ships. • Higher positive response to relevant questions in staff survey.

Ref	Objective	Action taken by April 2015	Action planned and timescale	Responsibility	Success measure
Student and staff data analysis					
B1	Increase number of women taking up confirmed Post Graduate Research (PGR) studentships	Issue identified for action at SAT meetings.	<ul style="list-style-type: none"> To review the PGR interview process to ensure there are no limiting factors specifically for female applicants – by April 2016. To continue to advertise PGR studentship through BAS website, DTPs websites, recruitment fairs and outreach activities in secondary schools - ongoing 	Student Office	Reach and maintain a gender balance in PGR studentships
B2	Improve recruitment data gathering process for PGRs in order to establish trends in number of female applicants	Internal database set up to record past recruitment panels reports and destination data.	Work with DTPs to track recruitment data for students and identify influencing factors of current gender distribution – annually.	Student Office	<ul style="list-style-type: none"> Mechanism in place for PGR recruitment data capturing and sharing to improve data gathering and reporting process . Timely and accurate data available to identify trends and evidence of impact that will be used for annual reporting purposes.

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B3	Accurate recording and collection of staff data, in particular leavers' data, with a focus on females.	Recruitment data is recorded centrally and stored for five years.	<ul style="list-style-type: none"> Modifications and corrections to be made to the current HR database to aid efficient and accurate collection of data – by Jan 2016. Develop a more robust mechanism to capture leavers' data and review effectiveness of data gathering process - by Dec 2016. Assessment of particular issues affecting women and produce an action plan to resolve them – April 2017 	HR	<ul style="list-style-type: none"> Mechanism in place to capture staff leavers' data, especially women. Timely and accurate data available to identify trends and evidence of impact that will be use for annual reporting purposes. Action plan developed and issues addressed and solved.
B4	Improve use of comparative benchmarking data with a focus on women in science.	<ul style="list-style-type: none"> BAS data benchmarked against Higher Education Statistical Agency (HESA), She and NERC figures. Initial contacts made with Australian Antarctic Division and Antarctic New Zealand . Equality Challenge Unit (ECU) benchmarking data accessed for reference. 	<ul style="list-style-type: none"> Identify additional comparator organisations against which we can benchmark staff data – by Dec 2016. Update benchmarking data from these organisations annually thereafter. Ensure that data is of suitable quality to allow for further analysis relevant to WiS and AS 	SAT	Comparable and relevant staff data compiled and kept up-to-date from organisations similar to BAS.
B5	Improve understanding of the drivers behind the current gender distribution across science programmes to achieve better gender balance	Issue identified for action at SAT meetings.	Identify and take positive actions (e.g. target adverts to underrepresented groups, to address gender underrepresentation in specific areas and roles at the recruitment stage – by Dec 2015	HR/ Recruitment Team	<ul style="list-style-type: none"> Improved gender balance at application and short listing stage. Higher percentage of female scientists across all science programmes.

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	going forward.				
Key career transition					
C1	Increase promotion opportunities for female staff through the internal vacancy process	All vacancies are currently advertised both internally and externally to ensure that the best candidates are selected through an open competitive process.	<ul style="list-style-type: none"> Continue to monitor the current process - ongoing. Provide guidance and support to help female staff build their confidence in preparation for the application/recruitment process – by Jan 2016 	<p>Recruitment Team</p> <p>Director of Science and HR</p>	<ul style="list-style-type: none"> Higher number of female staff applying for internal positions Feedback from staff and mentors about staff feeling more confident and positive about applying for a senior role.
C2	Identify ways to support female scientists through the IMP route.	Coaching and support is already offered to staff applying for promotion through IMP route	<ul style="list-style-type: none"> Develop a gender inclusive strategy to support (and encourage) female staff through IMP route – by Sept 2017 Review discussions to be arranged to identify potential for progression. Personal Development plans to be developed to support application process and provide mentoring to female staff - by Sept 2017 	<p>BAS Director and Director of Science</p> <p>Area Science Leader and Director of Science</p>	<ul style="list-style-type: none"> Gender-inclusive strategy developed to support IMP Higher number of applications submitted through IMP route by female scientists Feedback from staff and mentors about Improved confidence

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Ref	Objective	Action taken by April 2015	Action planned and timescale	Responsibility	Success measure
C3	Increase female membership on merit promotion panel throughout NERC	Potential panellists are currently selected for their professional experience. Training is offered, including unconscious bias awareness.	Work with NERC to review current selection process to increase female representation on the panels by Dec 2017	BAS Director	More female staff on NERC merit promotion panels
C4	Improve the Merit Promotion experience for female staff	<p>Support and guidance is provided with application and mock interviews</p> <p>Open Information sessions are now arranged quarterly to give staff the opportunity to approach panel members and ask questions about process, selection process and expectations.</p>	<ul style="list-style-type: none"> Continue to provide opportunities for staff to find out about the process, share experience and receive support and guidance – on-going Rotate the day of the week that the information sessions occur on to increase chances of part time female staff, with caring responsibilities, being able to attend one of them Continue to monitor stats to identify trends and address potential issues – on going To discuss development plan, including applications for Merit promotion at appraisal meetings One-to-one coaching sessions offered to female staff identified as potential applicants – by March 2017 	<p>HR/ Staff Forum/Women in Science (WiS)</p> <p>HR</p> <p>HR</p> <p>Science Leaders</p>	<ul style="list-style-type: none"> Higher number of applications submitted by female staff Higher success rate for female staff

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C5	Review effectiveness of informative sessions on Merit Promotion process, especially for women	Two open sessions, one for staff in Science administration and the other for staff in IT and Data Management already run	Continue to arrange open sessions for STEM staff and seek feedback from staff, in particular women – quarterly	L&D	<ul style="list-style-type: none"> Annual workshops run on the Merit Promotion process. Feedback gathered from staff, especially women, will measure better understanding of the process and more positive attitude towards it.
C6	Develop science line managers' management and leadership skills to ensure they can effectively manage and support staff, especially women.	Training sessions on leadership skills already run for key staff in Operations and Science	To develop a biennial induction programme for science staff with line management responsibilities to help them strengthen people and management and leadership skills and set clear expectations about roles and responsibilities- by summer 2016	L&D	Training programme for line managers developed and running
C7	Improve grant writing skills and support for staff, especially females.	Workshops already run and positive feedback received	<ul style="list-style-type: none"> To continue to run quarterly workshops to provide guidance and support To set up ad-hoc sessions when required 	Research Development Support Team (ReDS)	<ul style="list-style-type: none"> Workshops are arranged and well attended. Ad-hoc support is offered when required Staff consistently give feedback saying they feel more confident about writing grant proposals Equal success rates for both genders
C8	Provide training to manager on recruitment and selection to raise awareness about	Group and one-to-one training sessions are already offered	Review current training session and feedback to evaluate effectiveness and relevance – by April 2016.	L&D	Training session revised if necessary, and feedback from staff showing their confidence has increased as a result

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	unconscious bias and discrimination				
C9	Diversify advertising routes to attract more female applicants	Vacancies are currently advertised on social media, websites across all other NERC centres, universities and agencies as appropriate, in the magazines of the Diversity Group, Smaart Publishing and Living with Disability.	<ul style="list-style-type: none"> Advertise STEM vacancies on WISE website – by April 2016 Assess the effectiveness of each advertising route by collecting statistics during the recruitment process – by April 2017 	Recruitment team	<ul style="list-style-type: none"> All BAS STEM vacancies advertised on WISE website. More interest in BAS vacancies from female in STEM
C10	Increase female representation on recruitment panels	80% of current panels have female representation	<ul style="list-style-type: none"> Increase % of female representation on recruitment panels – by April 2017 Continue to ensure that BAS recruitment panels have at least one female member. 	Recruitment team	Recruitment undertaken by mixed gender recruitment panels wherever possible.
C11	Make clear reference to positive action and family friendly policies in adverts	An Equal Opportunity statement is already present in each advert.	<ul style="list-style-type: none"> Review adverts to include positive recruitment statement - to improve gender balance Check Athena Swan chart member logo, link to family friendly policies and flexible working arrangements is present– by March 2016 	Recruitment team	All adverts including E&D statement, member logo and link to flexible working policies Pictures of both genders on adverts

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C12	Raise awareness among staff about E&D and Unconscious bias.	On- line E&D module already rolled out.	<ul style="list-style-type: none"> Quarterly reminder to staff about E&D module to be completed – starting in Aug 2015 Run E&D drop in awareness sessions – twice a year To gather data re completion rate for E&D module – March 2016 Develop a training plan to provide all BAS staff with Unconscious Bias Awareness session as per timetable Senior Management Team by March 2016. Members of Merit promotion panels by Dec 2016. BAS Recruitment managers by March 2017. All other staff by March 2018. 	L&D	<ul style="list-style-type: none"> Higher number of completed E&D sessions Recorded attendance for Unconscious Bias Awareness session.
C13	Evaluate effectiveness of career development discussions		Arrange focus groups with staff who have taken part in career development discussions for feedback on the effectiveness of process – by March 2016	SAT/Staff Forum	<ul style="list-style-type: none"> Staff feedback has been provided via focus groups. HR report on effectiveness of career development discussion and any recommendations for future change.
C14	Increase number of mentors among staff, especially women.	Mentoring scheme in place	Work with Director of Science and Science Leaders to develop a strategy to raise awareness about the benefits of mentoring less experienced staff and increase numbers of male and female role models across site - by Summer 2016	HR/ Director of Science and Science Leaders	<ul style="list-style-type: none"> Strategy developed. Yearly articles in the BAS Newsletter about the benefits of being a mentee and mentor. Higher number of female mentors

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C15	Evaluate effectiveness of BAS Mentoring scheme.		Gather feedback from staff who have participated in the scheme – by Summer 2016	L&D/Staff Forum	Staff member feedback discussed and minuted in Staff Forum meetings. Any suggestions for improvements passed to HR.
C16	Make effective use of coaching practices to help staff, especially women strengthen their interpersonal skills	One-to-one coaching offered to staff, when required	Review effectiveness of current coaching practices by surveying staff who have benefitted from this support- Oct 2017	Staff Forum	Review undertaken of staff who have benefitted from coaching. Any suggestions passed to HR.
C17	Provide ongoing support on leadership courses	Additional places on NERC leadership courses already secured for BAS staff	Continue to support additional places for BAS staff on the NERC Women and Leadership Scheme	L&D	Additional places for BAS Staff secured year on year on the Women and Leadership Scheme.
C18	Evaluate take up of learning and development activities by female scientists.	Mechanism already in place through the appraisal process and regular email to staff form L&D to capture science staff interest and attendance	Continue to monitor attendance to training and learning activities and produce end of year report – by March 2016	L&D	Annual report of L&D activities by staff. Any issues passed to HR.
Career Development					

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D1	Produce an effective performance review tool	.	<ul style="list-style-type: none"> Continue to monitor participation in Appraisal Process. Use feedback received through staff focus groups to develop a web based form for the appraisal process – by March 2016. 	HR Staff Forum/HR	<ul style="list-style-type: none"> Higher return rate on Appraisals Web-based appraisal form available on the BAS intranet.
D2	Ensure that merit promotion assessment criteria consider additional activities undertaken, especially for women		Share feedback from staff with NERC – by Summer 2016	Director of BAS/Head of HR	A review of current assessment criteria shows that they include reference to additional activities
D3	Develop clear career pathways for staff including women		Work with Director of Science and Science Leaders to develop guidance for staff on different career paths available to them at BAS – by Jan 2017	Director of BAS/Head of HR	<ul style="list-style-type: none"> Guidance document available to line managers and staff, and suggestion on how to use it, e.g. during annual Appraisal meeting. Women report better career advice

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D4	Provide formal opportunities for female PhD students to discuss their work with a range of scientists in their discipline.	This is already in place but it happens on ad-hoc basis rather than as a planned event	Arrange for students to present their work at programme meetings –quarterly by October 2015	Science Leaders/Student office	Regular slots in programme meetings for PhDs students to present their work, discuss a paper or practise a conference talk, with a particular focus on female PHDs
D5	Investigate opportunities for and encourage participation of PGRs, especially from females, to join relevant senior management teams and forums.	There is already female PhD representation on WiS (co-chair of group) and Staff Forum	Continue to encourage PhD students to attend staff groups/committees (e.g. Staff Forum and WiS) to develop an awareness of staff issues and improve gender balance – by October 2015	Student office Staff Forum WiS	At least one PGR member recruited to each of the following BAS groups: Science Strategy Team, Lab Forum, Staff Forum and WiS group.
Organisation and culture					
E1	Monitor statistics of staff on FTA and OEA with a focus on gender balance	Monitoring process already in place	Continue to gather data and monitor the gender balance	Recruitment Team	Statistical data used for reporting for future analysis

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E2	Identify the numbers of staff that sit on external and internal committees, especially females	A list already exists but it is not up-to-date	<ul style="list-style-type: none"> Review current membership - by Dec 2016 Assess the impact of additional responsibilities on workload and work-life balance, especially for women, and produce guidance by Dec 2016 	HR Science Leader, Health and Safety and Welfare Officers	<ul style="list-style-type: none"> Up-to-date list of staff in attendance produced Guidance document developed Reduction in stress related absence and fewer staff reporting concerns about work-life balance in Staff Survey
E3	Monitor work allocation for part-timers and staff with caring responsibilities and agree appropriate actions to provide support.	<p>Work allocation is monitored through completion of job plans</p> <p>Flexibility is offered as and when possible to accommodate personal circumstances</p>	<ul style="list-style-type: none"> Ensure that work load, including additional responsibilities, outreach work and attendance to committees, are discussed and agree during appraisal meeting – by April 2016 Flexibility and support to be offered as appropriate and necessary - ongoing 	HR Business Partner and line managers	<ul style="list-style-type: none"> Reduction in stress-related absence and fewer staff reporting concerns about work-life balance in staff survey More positive feedback on work-life balance from staff in Staff Survey
E4	Conduct a review of the timing of seminars and talks to ensure that certain groups of staff, in particular women with caring responsibilities, are not excluded from attending.		Monitor attendance of events and survey staff about times suitability and change current times to allow more staff to attend – by October 2016	SAT and Staff Forum	Report on staff attending seminar and talks and changes implemented

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E5	Organise a series of talks to target specifically secondary school age girls.	Outreach activities and school talks to target primary school age girls	Arrange interactive sessions in secondary school to increase awareness of STEM opportunities at BAS among female students – annually starting in Spring 2017	Communication Team	Series of talks provided to schools
E6	Monitor and report on levels of outreach activity for males and females. Encourage more female participation in press releases.	Report in place to monitor take up	<ul style="list-style-type: none"> • Modify the current report to include gender split by function and scientific area – by January 2016 • Increase references to women scientists in press releases 	Communication Team	<ul style="list-style-type: none"> • Report on take-up of outreach activities by gender and functions • Increased reference to women in press releases

Flexibility and managing career breaks					
F1	Develop a a more effective process to manage career breaks, especially for women in science	Report in place to monitor 'take up'	Modify the current process to include pre-break discussions, training for line managers and 'return to work' interviews – by March 2016 .	Line managers and Human Resources	<ul style="list-style-type: none"> • Regular discussions in place with managers whose staff are about to go on a career break to provide guidance and support • All staff returning from a career break to receive return to work interviews to ensure smoother transition

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F2	Periodically remind staff about BAS family friendly policies and flexible working options		<ul style="list-style-type: none"> Articles in the newsletters and postings on the news intranet page – every 6 months starting in January 2016 Explore new ideas/suggestions from staff about additional support needed e.g. a parents group, as and when brought to the attention of HR 	HR Team	<ul style="list-style-type: none"> Articles in the 'Ice Sheet' and intranet postings E-mails about flexible working policies New ideas developed if feasible
F3	Continue to monitor data on maternity leave return rate, paternity and parental leave	Report already in place	Review current reporting system to ensure it is still fit for purpose – Dec 2015	Human Resources	Data available for annual report Maternity Leave return rate remains high
F4	Identify more effective ways to record data on informal flexible working arrangements to ensure ongoing support to staff, especially women	Report already in place for formal arrangements	To investigate a way to record informal arrangements - by October 2016	Human Resources	Regular exchanges with line managers to identify informal flexible working arrangements and ensure support is in place for staff, especially women

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F5	Ensure that when the new BAS website is fully operational all external visitors and potential applicants have access to BAS Family friendly policies including flexible working procedures, equality reports and E&D initiatives.	Access is currently only available to existing staff. Paper copies of flexible working and E&D policies are sent to applicants.	Set up easy external access to policies and reports – by October 2016	Communication Team	Easy access to policies and report for applicants and external visitors.
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