

# ATHENA SWAN 3 YEAR ACTION PLAN – THE ROSLIN INSTITUTE

|  | Objective   | Action   | Timescale                              | Responsibility   | Success Measure  |
|--|---|--|--|--|--|
| <b>1. Review Female Academic Progress and Support Networks</b> |   |  |  |  |  |
| 1.1  | Implement Career Development Committee (to be held annually after appraisals)   | <p>Expand remit of Career Development Committee (CDC) to include review of female post-doc development, training needs and promotion opportunities. Membership to include mixture of senior staff and post-docs and a good gender balance. Ensure representation from the Equality and Diversity Committee (Self Assessment Team) and chair of post-doc society (female). Invite other female post-docs as required.</p> <p>Produce report for CDC presenting analysis of sample appraisals, PDP's and training records.</p> <p>Analysis of workload in terms of teaching / pastoral duties.</p> | April / May 2012                       | <p>CDC</p> <p>HR</p> <p>CDC</p>  | <p>Committee remit and membership expanded</p> <p>Report including recommendations for action presented to Science Management Group.</p> <p>Equal teaching and pastoral loads between men and women</p>  |
| 1.2  | <p>Evaluation and Review of the Institute's Mentoring Procedure (specifically for female academics).</p> <p>Increase number of female academic staff participating in mentoring scheme by 30%</p> | <p>Initial impact and case study examples of the mentoring procedure to be discussed and highlighted at Career Development Committee. Chair of post-doc society to gather some feedback to present at committee.</p> <p>Active promotion of the scheme must be maintained both with existing post-docs and more importantly newly appointed post-docs. HR to monitor uptake and keep in regular contact with post-docs. Sending out reminders and stressing the benefits of the procedure.</p>   | <p>April / May 2012</p> <p>By 2014</p> | <p>CDC</p> <p>Chair of Post-doc Society</p> <p>HR</p> <p>E&amp;D Committee</p> | <p>Positive feedback and experiences by female post-doctoral staff. Address any negative feedback in discussion with the CDC and Self Assessment Team and put into place resolutions.</p> <p>30% increase achieved by 2014. Evidence of awareness of policy amongst post-docs.</p> |
| 1.3  | Create and send out staff survey to include specific questions about career development, training and family friendly policies.   | Staff Survey to include section on career development and mentoring procedure  | By end of 2012                         | <p>Director of Operations</p> <p>HR</p>  | Overall positive feedback on issues affecting women within the Institute. Ability to address negative feedback .   |
| 1.4  | Feedback analysis from the Institute's new Exit Questionnaire.  | <p>Collate and distribute information to CDC and Self Assessment Team.</p> <p>Progression and development (specifically female) issues to be discussed at the CDC.</p>   | By April/May 2012 and ongoing annually | <p>HR</p> <p>E&amp;D Committee</p> <p>CDC</p>                                  | Female specific issues being identified and resolutions put in place by relevant committees.   |

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| 1.5  | Increase the number of women on UE09 contracts by 2014 through CTF scheme   | Two female Career Track Fellows are due for assessment to Group Leader status in 2013. A further three are due for assessment in 2014. If successful, they will be given the title of Group Leader and put forward to the College Panel for Promotion to UE09.   | By 2014                         | Director<br>Heads of Divisions                                    | If all assessments are successful, by 2014 there will be an additional 5 female UE09 research staff. In some cases an extension is granted for those 'not quite there'. In reality it is doubtful that this will be achieved by 2014, but achievable within the next 5 years. |
| 1.6  | Formalise a Mentoring Procedure for senior academics.<br><br>Invite female Career Track Fellows (UE08) to the Self Assessment Team (E&D team) on an ad-hoc basis. | Process is currently informal and ad-hoc. Process to be added to Career Development Policy and communicated to staff.<br><br>Invitations to join the self assessment team will be a chance for them to feedback the challenges they are facing as women in science trying to reach UE09/10 positions.  | By 2013<br><br>To start in 2012 | HR<br>CDC<br>E&D Committee  | Formalised support networks in place for senior academics.<br><br>Productive dialogue on real life issues facing women in science. Suggestions put in place to support CTFs.  |
| <b>2. Appraisals and Professional/Learning Development</b> |   |  |                                 |   |   |
| 2.1  | Increase Appraisal Completion Rate to 100% for Academics  | Implement online appraisal database which will aid reporting and create training analysis reports. Training reports to be run on a gender specific basis allowing management and the CDC to identify gaps in relation to the development of female academics in comparison to their male counterparts.<br><br>Constant access and ability to edit own record of objectives and career development via online system. This will become a meaningful tool for discussion around progression/promotion. | By 2014                         | Director<br>Science<br>Management<br>Group<br>Group Leaders<br>HR | By 2014 all Academics within the Institute are subject to an annual appraisal without exception   |

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| 2.2  | <p>Increase the percentage of female research staff attending Leadership and Management Courses</p> <p>Promotion of external UKRC courses and other female in SET conferences/workshop</p> | <p>Identify senior female academics UE08+ to attend the University's Leadership Programme, specifically newly appointed Leaders.</p> <p>HR to send out Scottish UKRC (SET for women) information and any other female related conferences or workshops to ALL female academics from Professor to Research Assistant.</p>                    | <p>April/May 2012 – Annually via CDC/Appraisals</p> <p>By 2013</p> | <p>CDC<br/>HR<br/>Heads of Divisions</p>   | <p>Increase in senior academics attending Leadership Programme.</p> <p>Double attendee rate for UKRC and external courses for women from 2 to 4 per year.</p>  |
| <b>3. Recruitment / Institute External Profile</b> |  |   |  |  |  |
| 3.1  | Encourage school girls (primary and secondary) to enter into science as a career through PE events.  | Institute to focus on increasing frequency of “all-girls” outreach activity. This will include working in partnership with some of Scotland’s leading girls’ only schools.  | To start in 2012   | Public Engagement Officer<br>E&D committee | No decrease in female PG applying to study at the Roslin Institute. Maintain our high intake of female PG students.  |
| 3.2  | Increase the number of women applying for UE09/UE10 positions.   | <p>Including Athena Swan award information (including logos) on recruitment materials and advertising. Ensuring senior academics display logo on e-mail signatures.</p> <p>Equality and Diversity Committee to review recruitment data on a regular basis.</p>  | March 2012   | Director/HR                                | <p>Increase in female applications for senior posts.</p> <p>Recruitment Data reviewed on a regular basis to check progress.</p>  |
| 3.3  | Develop family friendly material to include in recruitment material.   | Work closely with University HR to develop material for inclusion in further particulars and also local induction material  | By end of 2012   | HR/ E&D Committee                          | Positive feedback from new recruits and an increase in female applications.  |
| 3.4  | Monitoring of PE activity (Implementation of PURE system)  | Ensure that participation in PE activity is equal between men and women. Integral to appraisal process.   | By end of 2012   | E&D Committee<br>CDC                       | 50/50 split confirmed and maintained.  |
| <b>4. Work-Life Balance</b>                        |  |   |  |  |  |
| 4.1  | Implement an optional maternity mentoring scheme.  | <p>Offering female academics that are either about to go on maternity leave or about to come back from maternity leave a “maternity mentor”.</p> <p>Liaising with the Scottish Resource Centre for Women in terms of what this scheme might look like and also the benefits of such a scheme on top of our current mentoring procedure.</p> | By 2013  | CDC<br>HR<br>E&D Committee<br>SRC          | Demand for this scheme will prove how important this issue is for women. Implementing this scheme will provide women with an extra support network and boost morale. This should prove to be an advantage to progression |

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| 4.2 | Host an Annual / bi-annual "Family Friendly Policy Update"  | <p>During focus groups with female researchers it became evident that they were not aware of what policies are in place to support them achieve work-life balance e.g. dependent leave, parental leave, flexible working. They advised that they would like an annual update session by HR.</p> <p>Reminders sent to staff about where to find family friendly policies. Include information in induction pack.</p> | <p>2012-2014<br/>First one being held by end of 2012</p> <p>By end of 2012</p> | <p>HR</p> <p>HR</p>                                      | <p>Female researchers are aware of the policies the University has in place to support them achieve work life balance.</p>            |
| 4.3 | Extra support and communication with women on maternity leave – especially those facing redundancy. | <p>HR manager to meet with every female academic staff member prior to commencement of maternity leave to explain process/options upon return and obtain contactable e-mail address whilst on leave.</p> <p>HR to keep staff member up to date with any potential suitable alternative employment within the University whilst on leave and to liaise with recruiter on their behalf.</p>                           | To start 2012  | HR   | Female researchers are aware of redeployment opportunities and there is a decrease in those made redundant whilst on maternity leave. |
| 4.4 | Change the time of usual Wednesday seminar programmes (currently 4-5pm)                             | Current 4pm slot unsuitable for those with childcare commitments. E&D committee to suggest other more suitable times to SMG for approval. Seminar programme is planned months in advance so there will be some delay in implementing this.  | September – December 2012  | Seminar Organiser<br>Science Management Group (Approval) | Seminar time is changed to a lunch time slot and attendance is at full capacity. Positive feedback received in terms of time change.  |

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| 5. Raising Awareness of Athena Swan Ethos / Organisation and Culture |  |  |  |  |  |
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| 5.1  | The self assessment team will continue to meet as the Institute's local Equality and Diversity Committee and promote Athena Swan ethos within the Institute. | <p>Review progress on action plan on a quarterly basis. Work with CDC committee in terms of implementing initiatives to further support female progression within the Institute. Promote Athena Swan ethos within Institute.</p> <p>Main findings from E&amp;D meetings and CDC will be reported to Science Management Group and appear as an agenda item to raise importance and profile of AS work.</p> <p>Analyse how many high profile female academics are invited to give seminars within the Institute. If there is an imbalance the Self Assessment Team will work with seminar organisers to increase representation by women.</p> <p>Obtain an external adviser for Athena Swan work and invite to come and give a talk at local E&amp;D meetings.</p> | <p>First review due after outcome of submission then quarterly up to 2014 and beyond</p> <p>To start in 2012</p> <p>By end of 2012</p> <p>By end of 2012</p> | E&D Committee<br>CDC<br>Science Management Group                 | <p>Key targets are hit on time and new targets are produced within the 3 year period.</p> <p>Profile of Athena Swan is raised through inclusion on SMG agenda.</p> <p>Equal balance of male and female speakers</p> <p>Ensure best practice and collaborations with others on AS work.</p> |
| 5.2  | Include online Equality and Diversity training course as a compulsory component of the induction procedure   | <p>Include the University's online Equality and Diversity course as part of the local induction procedure to raise awareness of equality issues within the Institute.</p> <p>Ensure all new UE10 appointments undertake the online Equality and Diversity course to understand the importance of equality issues as a senior academic.</p> <p>HR Manager to discuss Athena Swan Work with all new starts during "induction meeting". This will encourage academics to feedback suggestions/issues to E&amp;D committee.</p>  | <p>To start in March 2012</p> <p>To start in March 2012</p>  | HR<br><br>HR   | <p>100% completion rate by all staff leading to increased awareness and understanding of equality issues within HE.</p> <p>Increase in staff engagement with Athena Swan work.</p>   |
| 5.3  | Aim to host an annual Equality and Diversity workshop for all staff.   | The Institute is hosting one of the University's first Equality and Diversity workshop. Our aim is to host at least one workshop on an annual basis. Particular attention will be given to male attendance rates and we will aim to double male attendance in 2012.  | <p>First session held Nov 2011.</p> <p>Annual sessions to be held up to 2014 and beyond.</p>   | HR to organise<br>Director to encourage attendance amongst staff | Annual events hosted at full capacity and an increase in attendance by male academics.   |

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| 5.4 | Committee Representation   | Clear need to increase the number of female academics on the “Roslin-Only” postgraduate committee.<br><br>There is also a need to recruit more male members of staff to the IMPACT committee. | By 2013 | E&D Committee to work with Science Management Group for approval. | Better gender mix of on PG and IMPACT committee.                                     |
| 5.5 | Consider female only categories for staff award ceremony in 2014 | Evaluate success of first staff award ceremony. Consider the need to have a female specific category. Consultation with E&D committee and CDC.  | By 2014 | E&D committee and CDC with approval from SMG.                     | Recognising female research excellence within the Institute in a high profile event. |

### **Key Targets**

#### **By end of 2012**

- Career Development Committee (CDC) representatives established and first committee meeting held (Remit expanded to specifically discuss female progression)
- Staff Survey issued (to include specific career development questions)
- Formal (and first) evaluation of the career development and mentoring procedure for postdoctoral staff (feedback/focus groups)
- Obtain External Adviser for AS work
- Review balance of female and male external speakers at the Institute
- Host first family friendly policy update
- Change Seminar time

#### **By end of 2013**

- Review committee membership particularly Roslin PG committee and Impact Committee
- Hold annual E&D workshop
- Implement optional maternity mentoring scheme
- Formalise mentoring procedure for senior academics

#### **By end of 2014**

- 100% appraisal completion rate for Academics
- Increase the number of females in UE09 Group Leader roles via the Career Track Fellow path
- Hold annual E&D workshop
- Increase female participation in mentoring scheme by 30%
- Consider female only category for 2014 staff award ceremony.