

Athena SWAN Feedback – April 2016

Bronze & Silver Department

Please note that the below feedback is not an exhaustive appraisal of every point made in the submission. Additionally, while feedback is offered to applicants on each section of the form, it should be noted that applications to the Athena SWAN Charter are assessed “in the round”.

Department and institution name:	University of Glasgow, Institute of Biodiversity, Animal Health and Comparative Medicine
Level of award applied for:	Silver
Letter of endorsement from Head of Department	
<i>Commended</i>	<i>For future consideration</i>
<p>Strong letter that demonstrates a clear personal commitment to the Athena SWAN process.</p> <p>Diversity as an integral part of the research function.</p> <p>Clear overview of the journey the department is on, and valuing of the Athena SWAN process from a manager’s perspective.</p> <p>Personal awareness and insight.</p> <p>Awareness and honesty regarding the stress and pressure of modern academic activity.</p>	<p>Inclusion of an example of a future action.</p> <p>Further specificity regarding the impact of actions undertaken.</p>
The self-assessment process	
<i>Commended</i>	<i>For future consideration</i>
<p>Rotation of self-assessment team (SAT) membership.</p> <p>Diverse membership, with representation listed.</p> <p>Inclusion of technical staff.</p> <p>External consultation and learning.</p> <p>Specific Athena SWAN activities at away days.</p> <p>Female researchers network</p> <p>Strong consultation and communication, including survey, focus groups, presentations.</p> <p>High survey response rates.</p> <p>In depth interviews undertaken.</p> <p>Reporting mechanisms for the team.</p> <p>Progress/impact and action summaries.</p> <p>Use of working groups.</p> <p>Athena SWAN work will be included in the workload model.</p> <p>Understanding of discrimination inherent in working practices.</p>	<p>Further details of membership: how members are recruited and the term of membership.</p> <p>Reference to whether the SAT includes representation from all research themes and sites.</p> <p>More information on who was interviewed and how they were selected.</p> <p>The new Chair could become an ex officio member of the Institute Management Group (to maintain the link).</p> <p>While the use of subgroups is commended, the panel suggest responsibility for actions is allocated to individuals.</p>
A picture of the department	
<i>Commended</i>	<i>For future consideration</i>
<p>Clear response to previous feedback, particularly inclusion of information on culture.</p> <p>Monthly meetings of the management group, which are open and alternate between sites.</p> <p>Deputy Director at each main site.</p> <p>Student survey conducted.</p> <p>Acknowledgement of the benefits of good practice for all.</p> <p>‘Getting help’ document for PG students.</p> <p>Awareness of mental health.</p> <p>Increase in the number of female professors and</p>	<p>More information on recruiting academics through investment opportunities.</p> <p>Inclusion of an organogram, showing the relationships between campus, estate and field stations- including the gender data for the different sites.</p> <p>Further reflection on the impact of different sites on culture.</p> <p>Further evidence to support the statement about structure being flat and inclusive – pg.13.</p> <p>Numbers of students studying part-time.</p> <p>Inclusion of a target for the number of staff to be</p>

<p>improvements in the staff pipeline. REF return rate, with detail of the proportion of eligible staff submitted provided. Good female representation in the senior research fellows. Reward and recognition workshops for line managers.</p>	<p>trained (Action 3.4). Qualitative data in relation to turnover, and reference to support for early career staff on fixed-term contracts. Greater articulation of the relationship between actions and positive changes.</p>
Supporting and advancing women's careers	
Key career transition points	
<i>Commended</i>	<i>For future consideration</i>
<p>50% of job offers were to female applicants (suggest acceptance data is included in Table 10). Increasing number of job applications from women. All staff will be offered local training, to ensure a trained pool for selection committees. Extending promotions workshops to ECR staff. Increased ratio of female to males applying for promotion. Promotions workshops are well attended (inclusion of feedback would evidence impact further). Targeted recruitment to find female applicants, which have resulted in female appointments. Two staff members have received the University's Mentor of the Year award. The mentoring programme and strategy, which will be annually assessed. Female researchers' network: discussion and encouragement have resulted in promotion applications. Seminars moved to lunchtimes to enable a wider range of staff to attend. SIGs provide networking opportunities and are funded by the Institute. Training opportunities are provided in-house, and staff are supported to access institutional level programmes.</p>	<p>Local training (including unconscious bias training) could be made compulsory. Details of the 'use of language that is gender sensitive' (4.4). Clarity as to whether ECR promotions processes and criteria are different. Suggest input to the College to maintain/increase the female representation on the Promotions Committee. Inclusion of a definition for 'personal compatibility' in relation to mentor matching. Further interrogation of the data to find and address key career transition points: there appear to be bottlenecks between grades 7 and 8 and at professorial level. Continuing evaluation for actions, for example whether changes to seminar times have resulted in increased participation, the impact of SIGs, gathering promotion workshop feedback.</p>
Career development	
<i>Commended</i>	<i>For future consideration</i>
<p>100% completion of PD&Rs. Noted staff concerns on PD&R process – pushing for change at an institutional level. Notable improvement in reported understanding of promotions process and level of support offered. Welcome pack for new staff. 'Start-of-session' parties, providing networking opportunities Drastic improvement in satisfaction with induction process, from 27% to 82%. Sound analysis of survey data.</p>	<p>More information on: take up of PD&R training; the number of staff with concerns about PD&R.</p>
Organisation and culture	
<i>Commended</i>	<i>For future consideration</i>
<p>Improved gender balance on committees. Use of PD&R to identify leadership opportunities. The time limit of 90 minutes for Institute meetings was highly commended. Female staff are very active nationally and</p>	<p>Details of the gender of committee chairs. Grants committee data does not match text analysis (Table 14). The panel suggest prioritising the transparency of the new workload model, in response to feedback.</p>

<p>internationally. Improvement in the proportion of female staff on permanent contracts (link this to actions undertaken). Athena SWAN work included in the workload model. Workload model – actively engaging and planning for the new system. 100% of staff consider the Institute to be inclusive of men and women. A dedicated social space and a range of social events. Plans for an annual ‘Wellbeing at Work’ seminar are highly commended. PhD viva celebrations, including the ‘Bake your study species’ cakes. Proposal for Institute Community Garden. A positive and inclusive culture is evidenced through survey results and quotes.</p>	<p>Detail of how the overburdening of staff with committee work is avoided, and how roles of responsibility are recruited and rotated. Further commentary required on Table 17.</p>
Flexibility and managing career breaks	
<i>Commended</i>	<i>For future consideration</i>
<p>Strong use of survey data. Action for a buddy system. A guide for ‘before, during and after plans’ for staff planning to go on leave. Reduction of teaching and administrative workload on return. Returners are paired with a colleague who can cover teaching at short notice, if necessary (include feedback regarding this). Financial support for academic returners is provided at College level, and the School will support women in their applications to the fund. Statement that all managers need to be aware of policies. Extension of policies to PhD students.</p>	<p>Further reflection on male staff not taking paternity leave: how are fairness and consistency in leave taken ensured; whether there are cultural or process barriers to taking leave. Uptake data for the nursery and childcare voucher scheme, and any other university level provision.</p>
Any other comments	
<i>Commended</i>	<i>For future consideration</i>
<p>Clear impact measurement with staff surveys and good response rates. Inclusion of questions and responses. Clearly and usefully presented.</p>	
Action plan	
<i>Commended</i>	<i>For future consideration</i>
<p>Bronze action plan: Progress is evidenced throughout. Subgroups have been established. Colour coding is clear and useful. Silver action plan: Measurable target for action 4.1. Actions related to student mental health issues. Creation of an ECR network with financial support. Paying for staff transport to events. “Wellbeing at Work’ Seminar.</p>	<p>Bronze action plan: Action 2.2 – unclear what subsequent action was undertaken. Some delay on action 5.6. Action and evidence are not always clearly linked. Silver action plan: Could be SMARTer (Specific, Measurable, Achievable, Relevant, Time-bound), including: <ul style="list-style-type: none"> ▪ further measurable targets- target response rate for 2.2; number of staff trained (3.4); the success measure for 5.4 is not relevant to the action ▪ further detail and specificity- which staff </p>

	<p>interviewing and interviewed (2.3); how staff will be encouraged (3.4)</p> <p>Indication of prioritisation.</p> <p>Inclusion of more targets related to women at key career transition points.</p> <p>Action plan appears frontloaded.</p>
Silver only	
Case study: impacting on individuals	
<i>Commended</i>	<i>For future consideration</i>
<p>The Case Studies demonstrate clear and diverse support, including: mentoring; flexible working and workloads in response to caring requirements; promotion support; coaching.</p> <p>Reference to career acceleration, following the formation of the Institute.</p> <p>It is clear significant and personal support has been provided.</p>	<p>Clarity as to whether support arises from the inclusive and responsive culture (in itself commended) or is related to particular policies and activities.</p>
Final Comments	
<p>It is clear to the panel that a lot of work has been undertaken by the SAT and wider department. A wide range of good practice is identified, and the panel commend: the inclusion of Athena SWAN activities at away days; researchers' network; time limit of 90 minutes for Institute meetings; inclusive social activities; shared interest groups; the supportive arrangements for maternity leave.</p> <p>In some sections, the articulation of the relationship between actions and positive changes is not explicit, but impact is demonstrated in the: increased ratio of female to males applying for promotion; improvement in the proportion of female staff on permanent contracts; more gender balanced committees; improved survey responses in relation to promotion and induction. The positive and inclusive culture is evidenced through survey results and quotes.</p> <p>Actions singled out for commendation include: plans for an annual 'Wellbeing at Work' seminar; Actions related to student mental health issues; the creation of an ECR network with financial support.</p> <p>It is noted that there are some areas of the application where detail and reflection are lacking, for example, in relation to the impact of the different sites on culture.</p> <p>The panel strongly recommend revision of the action plan be prioritised by the SAT, with a view to including further detail and specificity and further measurable targets.</p>	
Good Practice Example	
<p>Creating inclusive social and work-related events, including moving the seminar series to lunchtimes and plans for an annual "Wellbeing at Work" seminar</p>	
Recommended Result	
Silver	

Comments on the application (presentation, format, etc.)
The number of males receiving merit awards in 2013 appears to be incorrect (Table 6).