From Bronze award to Silver

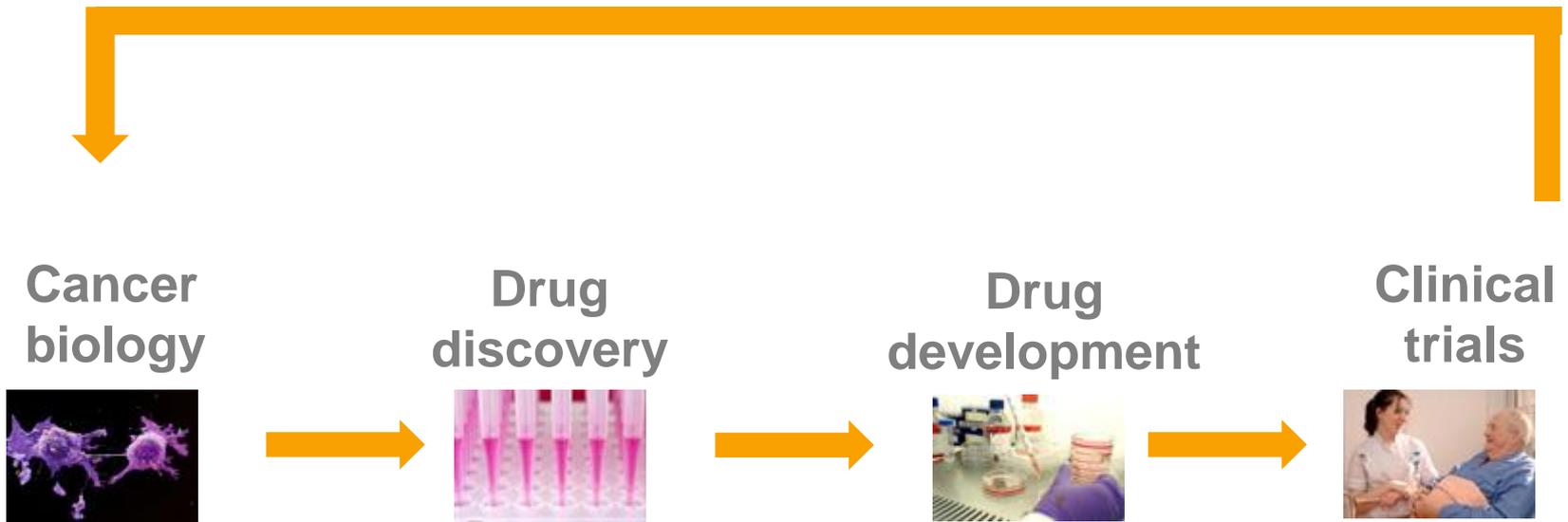Dr Vanessa McKean, Athena SWAN Coordinator

The Institute of Cancer Research, London

Cancer biology

Drug discovery

Drug development

Clinical trials

The ROYAL MARSDEN
NHS Foundation Trust

The Institute of Cancer Research, London

Cancer biology → **Drug discovery** → **Drug development** → **Clinical trials**
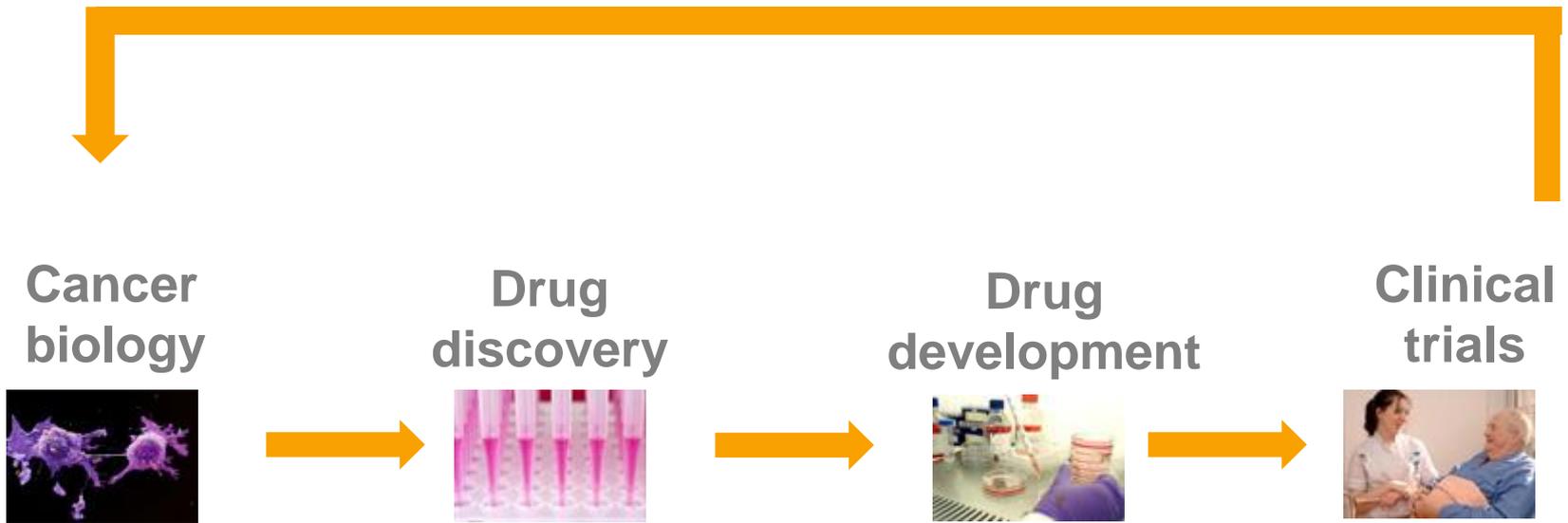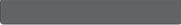
The ROYAL MARSDEN
NHS Foundation Trust

- Research partner: the Royal Marsden Hospital

- A college of the University of London (PhD students)

- Leading UK institution for research quality, intensity and impact in the 2014 REF.

- Two sites: Sutton and South Kensington

- Bronze 2009, Bronze renewal 2012 (both HEI), Silver 2016 (research institute)

What do research institutes have in common?

- Multiple career pathways within a relatively small institution

- Training mission "*training the next generation of x*"

- Limited opportunities for internal promotion

- Tenure track for junior team leaders

- No (or limited) teaching

Visibility and ownership: the SAT

To consider when putting together a self-assessment team

- Are all scientific divisions represented?

- Are key Corporate Services involved? (HR, Comms, training)

- Are all staff groups involved? (Make use of staff associations)

- Representation of close collaborators

- Members who can represent the project internally and externally

Data analysis: understanding the situation in your own institute

- Understand your own career paths and how they link together.

- Do you know where you are losing women (or men) from your career paths?

- What causes these attrition points (e.g. leavers, lack of applicants, not selected for interview, not promoted)

Does an external peer reach the same conclusions from your data presentation?

- Actions and initiatives to address this attrition/ underrepresentation

- Impact of this action

ICR Bronze 2012:   Actions plan focused on the development of postdoctoral researchers.

ICR Silver 2016:   Described impact of these actions.

Issues raised | Issues identified | Further consultation | Actions agreed | Actions implemented

Mapping career paths

Where are we losing women?

Staff Surveys 2011, 2014, 2015

What are the factors affecting career choices?

Steering Group analysis

Focus groups & interviews

Facilitated discussions at conferences/ retreats

External consultation

Research Divisions and staff association consultation

Steering Group

CEO & Management

Research Divisions

Research Associations

Professional services (eg training)

Key

→ Input from internal consultation

→ Wider consultation & information gathering

→ Exploration of issues & possible actions identified

→ Dissemination & implementation of actions

Intended Exit Points

Team Leaders

Professor

Reader

Career Faculty

Tenure Track Faculty

ICR Fellow

Senior Staff Scientist

PhD

Postdoctoral Training Fellow

Staff Scientist

Scientific Officer

Higher Scientific Officer

Senior Scientific Officer

Key

- Academic pathway (training roles)
- Academic pathway (Faculty)
- Staff Scientist pathway
- Scientific Officer pathway (Technical)

······▶ (Indicates rare transition: <1 p.a.)

▶ Leaving the ICR (Intended Exit Point)

Understand your data: gender inequality
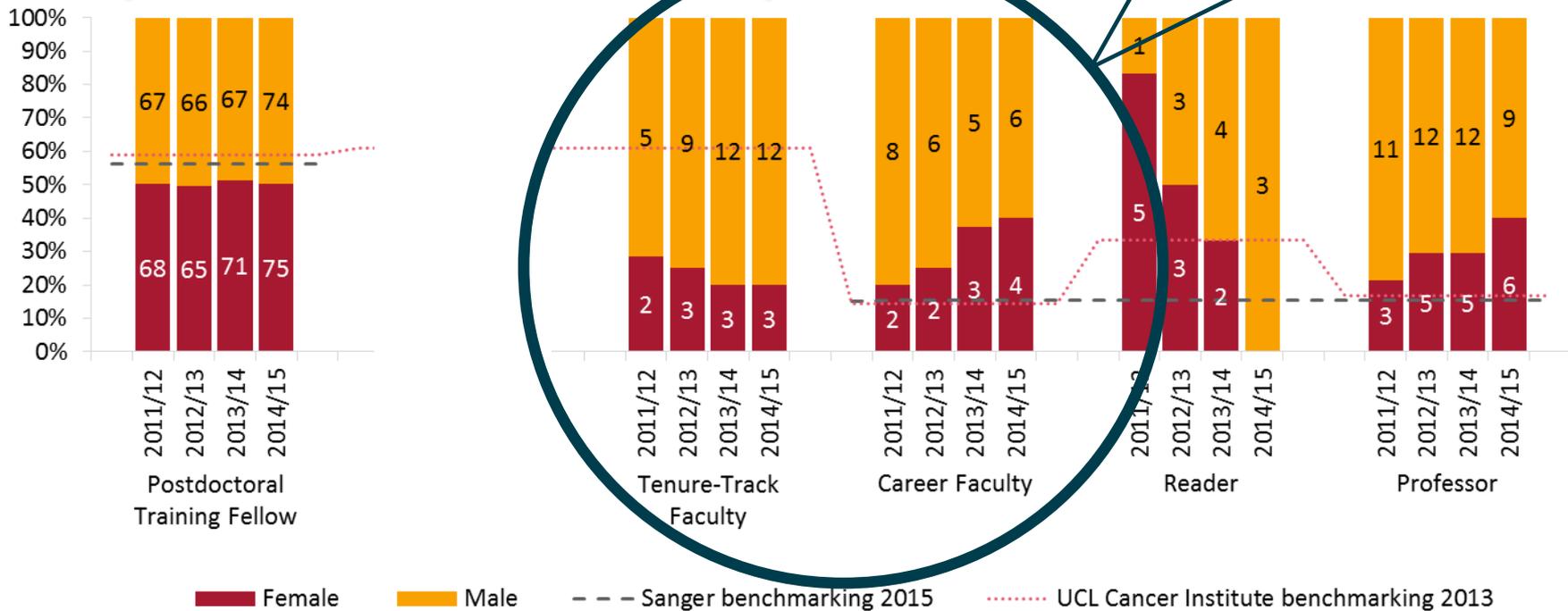
Understand your data: impact

Issues raised → Issues identified → Further consultation → Actions agreed → Actions implemented

Issues raised
Mapping career paths

Where are we losing women?

Staff Surveys 2011, 2014, 2015

What are the factors affecting career choices?

Issues identified
Steering Group analysis

Further consultation
Focus groups & interviews

Facilitated discussions at conferences/ retreats

External consultation

Research Divisions and staff association consultation

Actions agreed
Steering Group

Actions implemented
CEO & Management

Research Divisions

Research Associations

Professional services (eg training)

Making sense of the data on gender and career paths:
Why do men and women choose the career routes they take?

Initiative 1: Fairer tenure review and promotion

1. Removed requirements for Professorial appointments which were detrimental to those working part-time

2. Recognize specialist career paths where traditional metrics (e.g. first authorship) may not fully reflect an individual's contributions

3. Take career breaks into account in recruitment and promotion.

4. Help for applicants with promotion applications (e.g. technical staff): making the process transparent, not reliant on 'insider information' or the ability to write a good CV.

Impact of promotions review

> *"Historically the view on what constituted academic achievement was more rigid. In the last 12-18 months there has been a substantial shift to a broader recognition of Team Science and the individual's expert academic contribution within a multi-disciplinary environment".*

Female Professor and manager of female statistician promoted to Reader under new guidelines

No unsuccessful tenure reviews or technical staff promotions since 2012.

Doubled number of female (non-clinical) Professors since 2011 from 3 to 6; 21% to 40%

Initiative 2. Preparing postdocs for research careers

2009: ICR begins structured programme to prepare postdocs for careers in science and academic research.

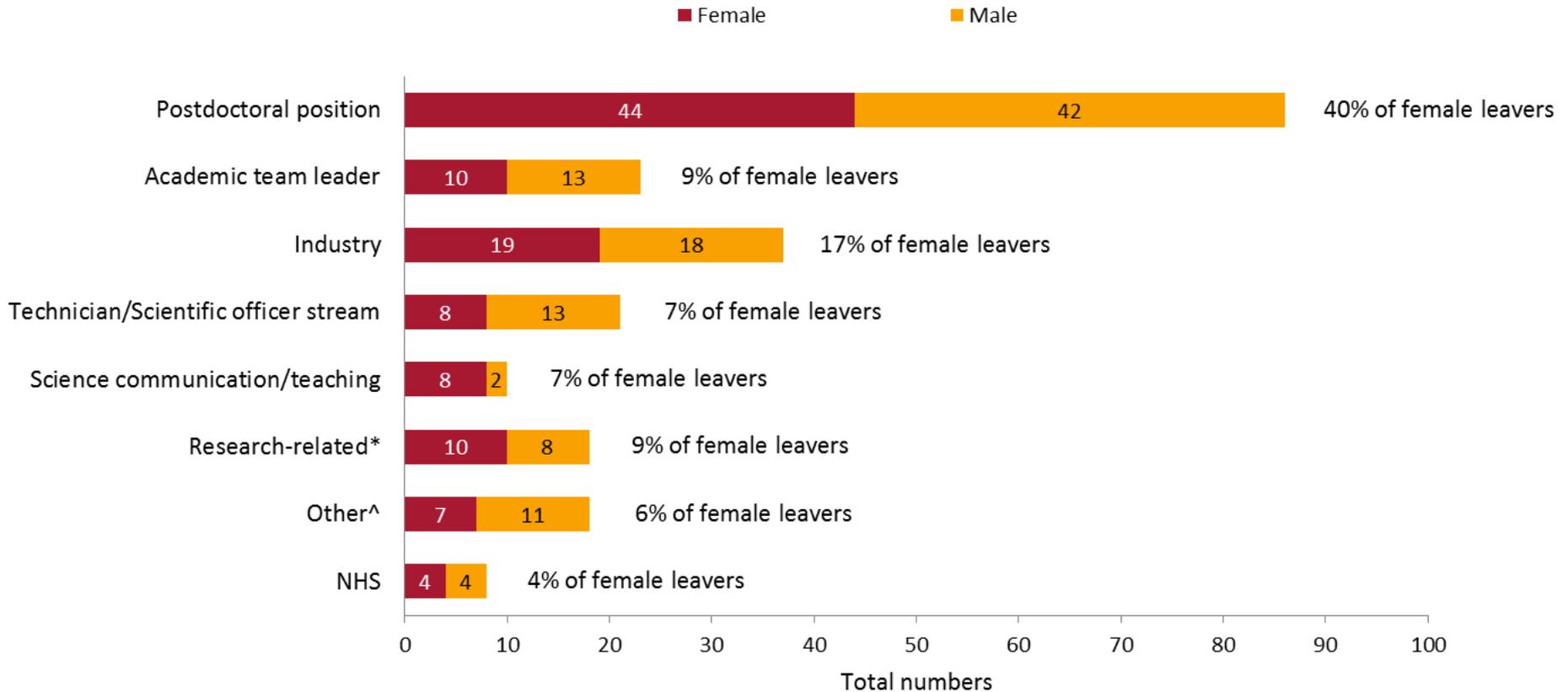2013: Pathway to Independence launched with Wellcome Trust Sanger Institute and BBSRC

2015: Future Female Leaders (internal) and Aurora (external). ICR covers extra childcare costs for any external course.

2016: Leading in research: for postdocs and technical staff wanting careers in industry

Developing future scientific leaders
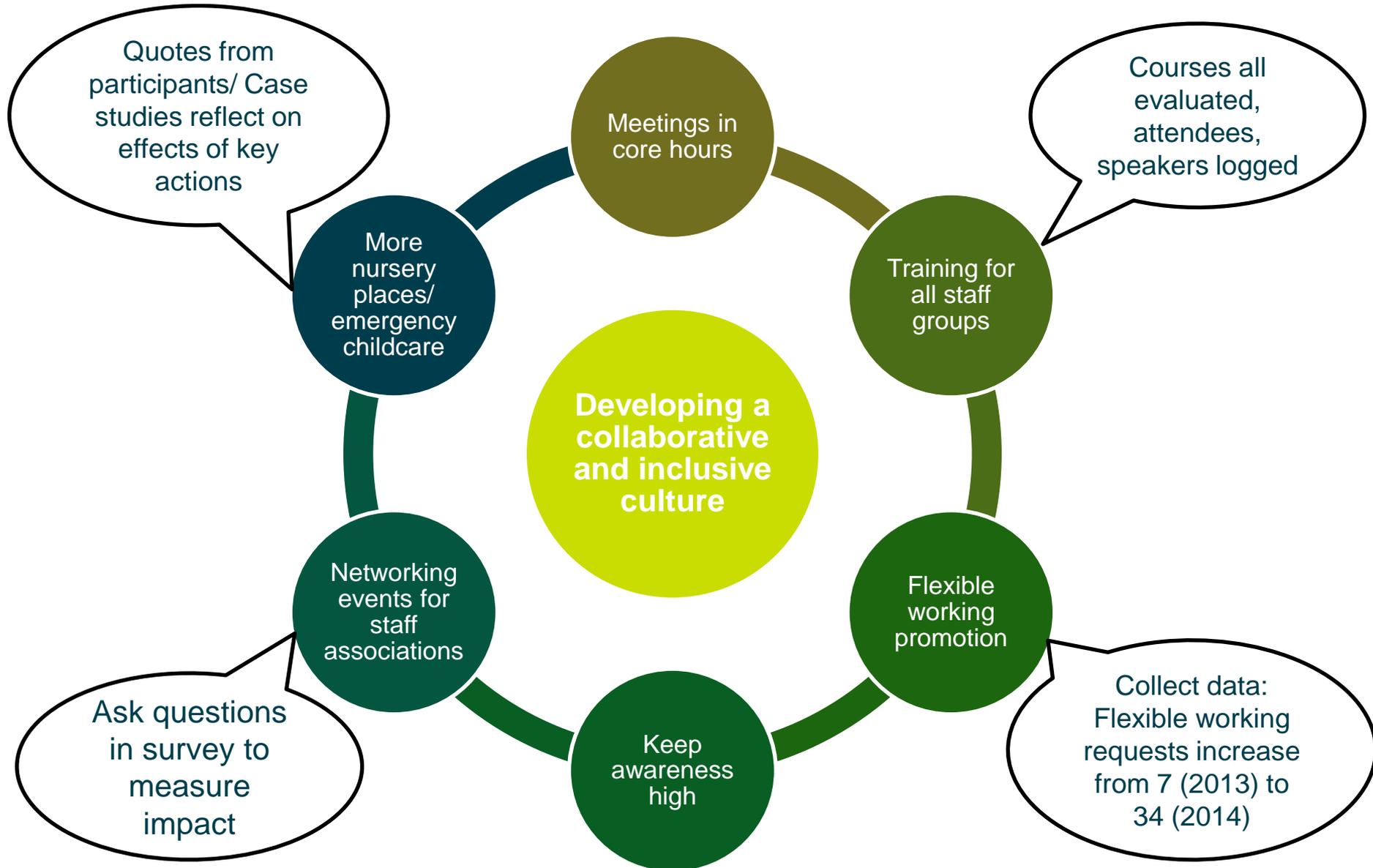Pathway to Independence

Impact – postdoc's current careers after leaving the ICR

Legend: ■ Female ■ Male

Category	Female	Male	
Postdoctoral position	44	42	40% of female leavers
Academic team leader	10	13	9% of female leavers
Industry	19	18	17% of female leavers
Technician/Scientific officer stream	8	13	7% of female leavers
Science communication/teaching	8	2	7% of female leavers
Research-related*	10	8	9% of female leavers
Other^	7	11	6% of female leavers
NHS	4	4	4% of female leavers

Total numbers

*Research-related encompases Funding bodies and Scientific Consultancy
^Other emcompasses further study, non-scientific employment and not in formal employment
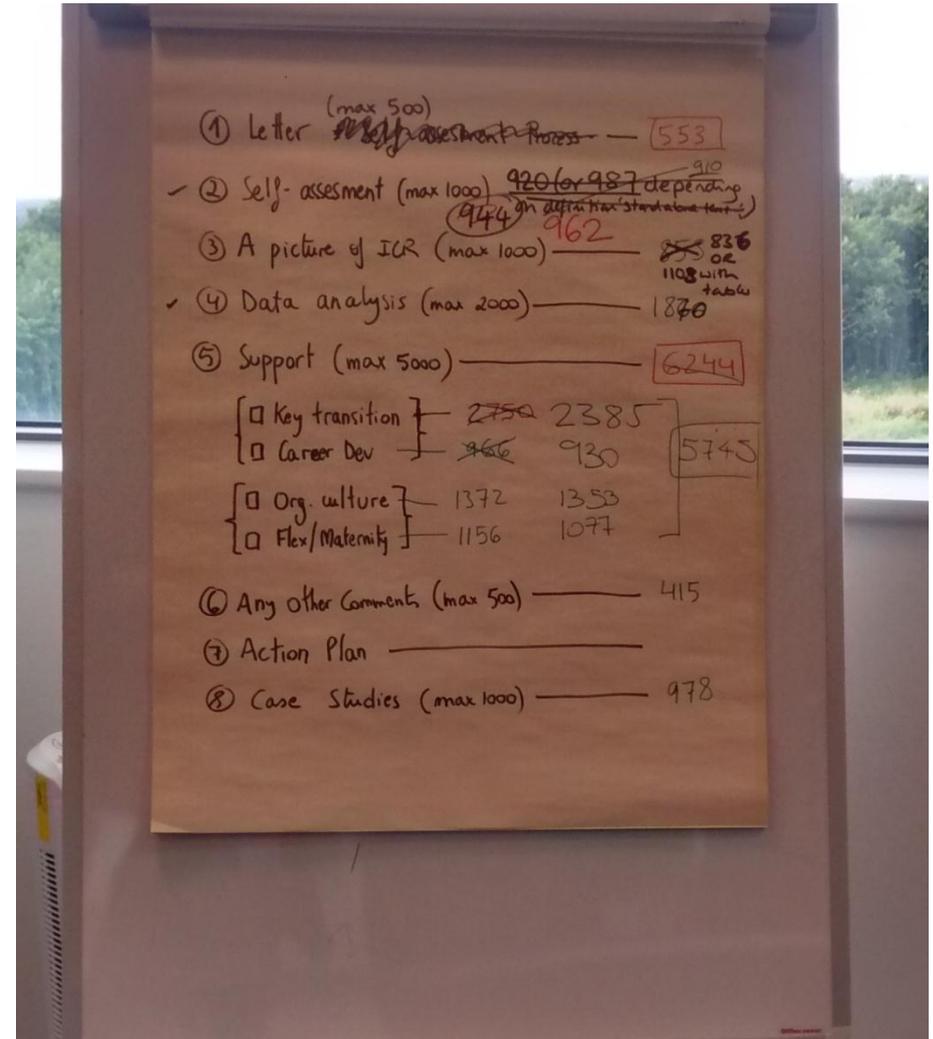
Initiative 3. Changing the working culture

Developing a collaborative and inclusive culture

Meetings in core hours

Training for all staff groups

Flexible working promotion

Keep awareness high

Networking events for staff associations

More nursery places/ emergency childcare

Quotes from participants/ Case studies reflect on effects of key actions

Courses all evaluated, attendees, speakers logged

Collect data: Flexible working requests increase from 7 (2013) to 34 (2014)

Ask questions in survey to measure impact

Using survey data to show cultural change

	Overall Strongly agree or agree	Female Strongly agree or agree	Male Strongly agree or agree
I think the ICR is a good place to work			
2011	75%	75%	74%
2014	83%	81%	85%
2015	90%	91%	89%
% Change	**15% improvement**	**16% improvement**	**15% improvement**

"83% of women (up from 72% in 2011) and 88% of men (up from 67% in 2011) agree that the ICR is committed to equality and diversity."

Preparing the application

- Start early (1 year ahead?)

- Gather feedback from within the institute

- Explicitly address feedback from any previous application panels

- Consider peer review/ critical friends

- Observe or participate in self-assessment panels