

Experience of an Athena SWAN panellist

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LONDON MATHEMATICAL SOCIETY
GOOD PRACTICE
SCHEME

My Background

- Chair of my School's Athena SWAN committee
- Member of the University of Kent's Athena SWAN working group
- Member of the London Mathematical Society's Women in Mathematics committee since 2007
- Member of the London Mathematical Society's Good Practice Scheme steering committee since 2009, chair since 2013
 - * Developed the LMS Good Practice Scheme
 - * Commissioned a report "*Advancing women in mathematics: good practice in UK university departments*" which was launched at the House of Commons on 27th February 2013
 - * Organises workshops twice a year to provide departments with knowledge and tools they can use to improve recruitment and retention of women in mathematics, including assisting departments with Athena SWAN applications
- Member of two Athena SWAN panels, in March 2013 and June 2013

Athena SWAN Panel

Athena SWAN panels consist of four/six individuals, with a breadth of experience and geographical location, together with a Chair, moderator and note taker. Panellists include:

- Academics
- Equality and diversity practitioners
- Human resources practitioners
- Representatives of learned societies and professional bodies
- Industry representation
- Members of the Athena SWAN steering committee
- ECU staff

Each panel considers up to eight submissions each day. Panellists are given a handbook and assessment guidance and refer to these for clarification of what evidence submissions are required to demonstrate for each level of award.

The Panel Meeting

The principles of the assessment panel meetings are that:

- Only information contained within the submissions is taken into consideration in coming to a decision
- The reference point for decisions is the criteria set out in the awards handbook
- Where possible, panel decisions should be reached by consensus (though majority decisions are accepted)

Athena SWAN invite panellists with an academic background in the subject area of the submissions under consideration so they may offer insight into specific issues that the discipline as a whole might face.

Panellists do **not**:

- Introduce any personal knowledge of a department or individuals within a department to the discussion if it is not contained within the submission document
- Give personal opinions on a department or individuals within a department if it is not based on information contained within the submission document

Athena SWAN panel

12 March 2013

- Seven members, chaired by a Learned Society administrator
 - * A Learned Society administrator, 3 academics and 3 university administrators
 - * Four women and three men
- English, Scottish and Welsh universities represented.
- There was a subject specialist on the panel for each of the applications from departments which are being considered.

Athena SWAN applications

- Considered seven applications from departments for Athena SWAN awards
- Four applications for Athena SWAN Department Bronze awards
 - * Three successful and one unsuccessful
- Three applications for Athena SWAN Department Silver awards
 - * One successful, one given a Bronze award and one given no award

- Five members, chaired by an academic
 - * Four academics and one university administrator
 - * Two women and three men

Athena SWAN applications

- Considered six applications for Athena SWAN awards
- Two applications for Athena SWAN University Bronze awards
 - * Both unsuccessful
- One application for Athena SWAN Department Bronze award
 - * Successful
- Two applications for Athena SWAN Silver awards (one an upgrade from Bronze)
 - * One successful (upgrade from Bronze) and one given a Bronze award
- One application for an Athena SWAN Gold award (an upgrade from Silver)
 - * Given a Silver award

Athena SWAN Bronze/Silver Departmental award submission

- (a) Demonstrates what an individual department is **planning** (Bronze) or **doing** (Silver) to work towards equality in the career progression of women and men in SET, in addition to university-wide policies.
- (b) Demonstrates initiatives are **planned** (Bronze) or are **underway** (Silver) to increase numbers of female students where they are underrepresented.
- (c) For applications for Silver awards, demonstrates the **impact** of these activities so far.
 - For **Silver awards**, the panels interpreted these as activities that had been happening for a period of time (years), with **measurable** effect.

Athena SWAN Gold Departmental award submission

- (a) Demonstrates a substantial and well established record of activity and achievement by the department in working towards equality in the career progression of women and men in SET.
- (b) Demonstrates initiatives to increase numbers of female students where they are underrepresented.
- (c) Demonstrates that the department is a beacon of achievement in gender equality and champions and promotes good practice to the wider community.
- (d) Evidences the impact of the departments work on staff, with progress made on recruiting, retaining and advancing women.

Athena SWAN Bronze/Silver Departmental award

An Athena SWAN Departmental application is judged in the following areas:

1. Letter of endorsement from Head of Department [maximum 500 words]
2. The self-assessment process [maximum 1000 words]
3. A picture of the department [maximum 2000 words]
4. Supporting and advancing womens careers [maximum 5000 words]
 - Key career transition points
 - Career development
 - Organisation and culture
 - Flexibility and managing career breaks
5. Any other comments [maximum 500 words]
6. Action plan
7. Case Studies (Silver award only) [maximum 1000 words]

Key things panels are asked to consider when assessing each section

- Have data been provided for the past three years? If some data are unavailable, has an explanation been given for this and ways documented for collecting this information in future?
- When graphical illustrations have been used, are these effective in showing the main challenges and achievements over time?
- Is there an assessment of how the department compares with others in its discipline using benchmarking data? Are the comparators used relevant?
- Does the commentary provide a reflective narrative on what the data indicate?
- Has the department used qualitative data where appropriate (e.g. small sample sizes, the need to probe in greater depth)?

Baseline data and analysis

Data are now included under the appropriate headings throughout the application form and consequently data should be **embedded** within the text rather than separated in appendices.

- The panel is sent copies of the applications in **black and white**, so **colour** diagrams are not as effective and in some cases were quite difficult to read. The panel is also sent an electronic version of the applications.
- If you want the panel to consider a colour version of your application, then you have to send the relevant number of copies of it to the Equality Challenge Unit.
- Analyse your data **honestly**. The panels liked (and commended), applications that were very honest in their assessment of the current situation.
- If the data is bad, then it's **essential** to comment on it rather than say nothing. It's better to just admit it and say what actions you're going to take to address the issue.
- Be consistent when comparing your data to that of other departments in your discipline. Either compare your data to the national average, or compare with a set of comparator universities (with reasons). One application seemed to choose a different set of comparators for each set of data and the panel was not amused!
- Don't make the diagrams too complicated. Some members of the panel might not be very numerate!

1. Letter of endorsement from Head of Department

- Does the letter highlight the role Athena SWAN plays in relation to the overall university and department strategies and demonstrate the personal commitment of the Head of Department?
- For applications for Silver awards, if the department already holds a Bronze award, have additional initiatives or actions been implemented since the award was made and is there recognition of the benefits of Athena SWAN work?
- The panels felt that ideally the Head of Department letter should talk about a **strategic vision** (not just what has happened), but essentially none of them did!
- First impressions matter. Get this right and you will make a strong impression!

2. The self-assessment process

- Does the Self-Assessment Team have a diverse membership?
- When was the Team formed and how often does it meet?
- What wider consultation has taken place?
- Is there evidence of engagement and support for the Athena SWAN Charter at a senior level?
- For applications for Bronze awards, is there evidence of a commitment to culture change in the department which will affect staff at all levels?
- For application for Silver awards, is there evidence of real culture change in the department which affects staff at all levels?
- The panels felt it was **very important** that the senior management team of the department were seen to be **fully engaged** with the process (and be represented on the team).

3. A picture of the department

- Is there anything about the institution and/or department that needs to be taken into consideration when judging the submission?
- Any specific comments to be made in relation to the academic and research staff or student profiles?
- There was a feeling that many applications were too complacent/placid about what the current structures/situation was without any attempt to consider trying to change things if that would be helpful. There was a need to be seen to be taking or planning pro-active actions.
- The panels really wanted an **honest assessment** of where the department is and were not happy if they thought applications were trying to hide something or were just too complacent.
- The data does need to be complete and well presented – and then (very importantly) there needs to be **honest reflection** on what the data is saying, what the **key issues** are and what **actions are proposed** to try and address the issues. The panels really liked an application that referred to the action plan in the main text.
- If there are different groups within the department of different natures then the data should be separated out for each group.

4. Supporting and advancing womens careers

- Does the department have initiatives **planned** (Bronze) or **in place** (Silver) to support women at key career transition points, advance and support womens career progression, enable flexible working, support and manage career breaks and improve the culture through increasing visibility of women for example, that are above and beyond legal requirements and any university-wide initiatives?
- For an application for a Bronze award, is there evidence of current activity at least under some of the headings and future actions planned under all of the headings?
- For a Silver award is there a record of current activities and future actions under each of the headings?
- How well informed are these activities (e.g. does the data evidence the need for these the activities)? For example has progress been made on recruiting, retaining and advancing womens careers? Are there rising numbers of women being employed and/or appointed to senior positions?
- For an application for a Silver award, how successful are the activities? What impact have these had?
- Are there any particularly innovative or interesting initiatives?

● Organisation and culture

- * A diagram of committees and reporting structures was seen to be a **good thing**.
- * Some departments had committees, e.g. promotion and research, entirely made up of male professors that made key decisions – this was **not liked**.
- * Careful placing of women on important strategic committees was **liked**. This is particularly important for departments with very few women.
- * **Recruitment:** give the gender percentages for applications, interviewed and appointed. If there are problems, what are your strategies for addressing them?
- * **Promotions:** give the gender percentages of applications and success. How do you identify, develop and mentor women for promotion?
- * Having Athena SWAN activities recognised in workload planning (for all the self-assessment team) would go down very well.
- * It was thought that the chair [of the Athena SWAN committee] should have a similar allowance to chairs of other major department committees – but it was not clear that this happened very often.

● Flexibility and managing career breaks

- * Can staff request flexible working, e.g. ‘family friendly lecture times’ (such as no 9am and/or 5pm lectures)?
- * Are all departmental meetings in ‘core hours’ (e.g. 10am-4pm)?
- * Many departments had informal flexible working/paternity leave without anything being requested formally.
- * Keeping in Touch days were mentioned a few times but there was not much description of how these were used to help the woman’s career (rather than just help the department!).
- * University funded schemes to assist those returning from maternity leave were particularly **liked**.
- * Do departments have procedures for giving those returning from maternity leave reduced teaching and administrative loads? Examples include:
 - * reduced teaching loads for a period after returning from maternity leave;
 - * 6-12 months with no teaching after returning from maternity leave;
 - * making appointments to cover the teaching of people on maternity leave (rather than saying that it was covered by existing members of the department).
- * The panels were keen to hear about staff taking paternity leave.

5. Any other comments

- Is there any other contextual information that should be taken into account when assessing the submission?
- The panels wanted departments to be thinking **pro-actively** about how to recruit more women members of staff.
- Just adding something to advertisements (“We particularly welcome female applicants ...”) or having one woman on an interview panel was **not** really seen as enough.
- Examples of good practice include:
 - * LMS Good Practice Scheme supporters can show their support for the scheme on their homepage.
 - * Look at the images on your department’s homepage and in publicity material (e.g. student prospectus). What message do they give about gender participation in the department?
 - * Circulate job advertisements widely, use academic networks and mailing lists, e.g. European Women in Mathematics.

6. Action plan

- For departments holding Bronze who are applying for Silver, is there evidence from the previous Action Plan of progress against targets listed? Additionally, has the original plan been updated and modified?
- Does the action plan have targeted actions, outcome/success measures, clear responsibilities and timelines?
- Does the action plan cover the full 3 years (the validity of the award)?
- Are the targets ambitious yet realistic?
- Have the actions arisen from the priorities identified in the previous sections?
- The panels felt that most of the action plans were **too vague** – they wanted **concrete, realistic targets**.
- There was an acceptance that if figures were already above the national average then a realistic target might be just to maintain this.

7. Case study: impacting on individuals

- For applications for Silver awards only; one case study should be about a member of the self assessment team and another about another individual within the department.
- Has the inclusive culture of the department supported/enabled the career progression of individuals working in the department?
- Are there any particularly innovative or interesting initiatives?

General points (for the panel to consider)

- Does the submission meet the standard for the award (as set out in the award guidance)?
- How well does the submission analyse and use their data to inform their policies and practices?
- Are there any particularly innovative and interesting initiatives?
- Are there any glaring errors or omissions?
- What is the overall quality of the submission?

Additional Information

An assessment panel can request some additional information before making its final decision. Examples of the additional information requested include:

- How are recruitment panels constituted?
- What are the institution's core working hours?
- The panel found in some cases three years worth of data were not provided and would like to see the data for the three years, presented separately by year, in order that trends can be identified.
- The panel would like confirmation of the staff recruitment data. If the data is incorrect, provide correct data, whilst if correct, provide commentary and analysis.
- Explain how more people were appointed than shortlisted or interviewed.
- The panel would like to see an action plan which is more specific in addressing the issues raised in the application. They noted that there were no corresponding actions suggested to address issues with committee structure or the hostility towards positive action initiatives that were mentioned.
- The panel identified a decline in both participation and attainment by women students. Provide an explanation of this trend.

Some Final Tips

- Be honest!
- Be careful with your use of the word **monitor**.
- Think carefully about the level (Silver or Bronze) you're going to apply for in your first application.
- Athena SWAN awards are much more than arrangements associated with maternity leave and childcare.
- Athena SWAN applications should be written by a (small) group of members of the department
 - * **Not** by a young, female lecturer on her own
 - * **Not** by the Head of Department on her/his own
 - * **Not** by your HR department
- The number of female academic staff in your department is **not** that important
 - * A small number of female academic staff does not mean prevent success; give actions to increase the number.
 - * A large number of female academic staff does not guarantee success; is there anything you did to achieve this?

Paul Brennan, a Reader in the Institute of Cancer and Genetics at Cardiff University, recently wrote an interesting article “Women in STEM: four steps to a stronger Athena Swan application” which appeared the Guardian

<http://www.guardian.co.uk/higher-education-network/blog/2013/apr/18/athena-swan-application-women-academia>

- “Does winning an Athena Swan award mean you are running a better department or university? To be honest, I’m not sure. To win a bronze award, in the first instance, you need to analyse your data and make good plans for the future. But to renew this requires continued commitment”.
- “The key difference between silver and bronze seems to be a department that has shown demonstration of **impact**. ‘Impact’ is a very fashionable word at the moment. In this case it means that change is being put in place, reviewed and making a difference. Examples include increased staff satisfaction, increased uptake of flexible working or training and increased knowledge of Athena Swan principles. In many cases, these are not tremendously difficult things to achieve”.
- “My concern is that Athena SWAN applications, like REF and other assessments, encourages us to focus on ‘looking’ good. A colleague suggested that if universities spent more time focusing on ‘being’ good, we wouldn’t have to spend so much time on appearances”.