**ICR HR excellence 6 year review – progress report**

**Internal Evaluation Process** (concordat principle 7)

The fulfilment of the current HR Excellence in Research action plan is being overseen by the ICR Staff Engagement Committee (comprised of members across all staff groups including students, scientific officers, postdocs and faculty). For the 6 year review; the action plan was updated with results from the 2014 and 2015 staff surveys, which had fed into a successful Athena SWAN silver award in April 2016 (itself overseen by the Athena SWAN Silver Steering Group including CEO Prof Paul Workman). Staff surveys will now be run triennially to maintain staff engagement with the process. The ICR has undergone major institutional consultation at all levels this year resulting in the launch of a joint ICR/Royal Marsden research strategy (2016-2021) and a new Teaching and Learning Strategy (2016-2021). Priorities emerging from these and the Athena SWAN action plan were then added to the draft 6 year review action plan. Each staff group association was then given a copy of the draft action plan and asked to comment on the areas that were pertinent to them including suggestions of how best to implement the actions. Once comments and feedback were incorporated, the action plan was given to the Academic Deans Team for review and comment. A final report and action plan will then be sent back to the Staff Engagement Committee for final review and approval in December 2016. The committee will then continue to monitor the fulfilment of the action plan going forward.

**Recruitment and Selection** (concordat principle 1)

A policy for the appointment of senior staff including Career Development Faculty (CDF) and Division Heads has now been drawn up (action 1c,ii). This has helped to inform how search committees identify potential new faculty and ensure that this process is as fair and transparent as possible. The data gathered from this project has helped to inform our Athena SWAN silver action plan including formal guidance on pay rates and the appointments process. In addition criteria have been drawn up for ICR committee membership which has now been widely disseminated to encourage wider participation. The proportion of senior committee posts held by women increased significantly from 22% in 2012 to 44% at present (action 2e, iv). These are now included in the appraisal process to encourage continued transparency and diversification of all ICR committees. The exception to this is where a specific job role is a criteria of the post e.g. Director of Research sitting on the management executive.

To further improve our recruitment processes, we aim to fully embed recruitment training for hiring managers (on topics including equality and unconscious bias) into the e-recruitment process. 46% of current panel chairs have undergone this training which we aim to increase to 60% by December 2017 (new action 2a,ii). Once fully operational the new recruitment module will mean that all hiring staff will need to have completed this training before being able to advertise a position.

**Recognition and value** (concordat principle 2)

The Scientific Officer Association (SOA) has lead on a number of initiatives to improve the recognition and value placed on technical grade staff at the ICR. A key achievement amongst these has been securing places for 94 scientific officers at the annual ICR conference which was previously only open to postdocs, students and team leaders. 8 presented their research at the event and feedback from attendees was very positive, valuing the opportunity to network and share research findings across the organisation. In addition the SOA continues to grow its promotions mentoring scheme (action 2d), where those interested in applying for promotion are paired with someone who has successfully and recently navigated the process. To date 16 pairs have been matched and a recent survey indicated that 52% of scientific officers were aware of the scheme. The provision of conference places, promotions support together with having the CEO chair the annual ICR technical conference highlights the institutional response to the staff survey results wanting to recognise and value the contribution of its largest staff group. In response to the 2014 staff survey showing that only 44% of research staff know they are eligible to receive independent careers advice, we have increased the number of one to one appointments offered, with 27 SOs taking these up over the last 2 years (action 3b).

To further raise the profile of Scientific Officers at the ICR, the SOA are planning a Scientific Officer Team Award where team leaders will be asked to nominate technical staff who have made outstanding contributions to team working. Entries will be judged by HR Director and a member of faculty with the winner showcased at the annual SO conference and featured in institute-wide communications (new action 2d,ii). We also aim to increase number of Scientific Officers who are aware of the promotions mentoring scheme from 50% to over 75% by the end of 2018 (new action 2d,i) ensuring that all those who have the support of their manager to apply for promotion have the opportunity to be mentored through the process. To further raise awareness that all researchers are eligible to receive impartial careers advice (regardless of contract end date) appointments will be offered at all staff conferences and advertised as a recurring item in our bimonthly Training Bulletin (new action 3b,iii) with the aim of increasing response for this question to 70% in the next staff survey, due May 2017 (action 3b, i). To better communicate all the career and development opportunities that exist to research staff, the SOA has produced a brochure to be sent to in a welcome email all new starters from January 2017 (new action 3b,ii); a similar tailored brochure will also be produced and sent to all new postdocs.

**Career development** (principle 3 & 4)

The first cohort of the Future Female Leader’s (FLL) programme (aimed at technical and corporate staff) ran in 2015/6 and has now been reviewed and evaluated (action 2e, ii). 26 people have now been through the programme which, along with Aurora, received excellent feedback. Career development support for the CDF network has also been increased to including a number of bespoke workshops and training for new team leaders and the issues they may encounter including; grant applications, employment law and influencing (action 2b,i). In addition all CDF have now also been matched with a faculty mentor and evaluation of this initiative will be completed by end December 2016 (action 2c). A large amount of support for clinical academics has also been implemented throughout 2016 through close working with the BRC including a mentoring scheme where female clinical fellows are matched with research active consultants. This scheme has been cited as a case study of best practice by Vitae and full evaluation of this scheme is planned for May 2017 (action 3d).

As a result of excellent feedback from delegates we now plan to run Future Female Leaders (to be renamed Future Leaders and opened up to men and women) and Aurora in tandem from 2017 onwards (new action 2e,iii). Participants of FFL and Aurora will be brought together at a launch and closing event to maximise networking opportunities across the organisation. One of the main career development priorities going forward is launching the new manager’s network. Appropriate individuals have now been identified and a pilot forum will be formed by February 2017 (action 2f). Training materials on topics including; difficult conversations, appraisals and managing performance will be made available to the group, with termly meetings to work in action learning sets to delve into some of these issues further.

**Researcher Responsibilities** (principle 5)

A Postdoc Code of Practice has been developed in partnership with faculty and the postdoc association (action 3a). The document was approved by Management Executive and is now attached to all postdoc job applications and sent to all new starters. It defines the expectations on both postdoc and supervisor for the duration of the postdoc training period at the ICR. This document has been shared with our UK and US networks as an example of how we have taken an organisational development approach to mitigate some of the common issues arising between postdocs and team leaders around topics including roles, responsibilities and expectations. It also aims to encourage and equip ICR postdocs to be ambitious and think about their next career step early-on in their time at the ICR.

The impact of the Postdoc Code of Practice will be evaluated by surveying supervisors and postdocs to explore whether the document is being used by both parties, whether it’s improved understanding of expectations, the training and support available and awareness of the induction sessions for new postdocs starting at the ICR. The issue of student responsibility for good data management and keeping research records was raised by students and discussed at a recent Wellcome Trust student retreat. Students felt advice in this area was lacking, with two thirds having received no formal guidance in keeping lab records and were keen to have an introduction to this topic included at the new student induction. As a result we will develop such a session with input from a panel of ICR team leaders and supervisors to be piloted during 2016/7 (new action 3g) and reviewed for inclusion in all future student inductions (October 2017 onwards).

**Diversity and Equality** (principle 6)

Analysis of the 2014 and 2015 staff attitude survey results by division enabled tailored recommendations to be made to division heads and in turn, to the Athena SWAN silver steering group (actions 1a, 1b). These helped to focus the action plan for the submission in Nov 2015 which saw the ICR awarded Athena SWAN silver in April 2016. Key actions from this include: stopping the clock for postdoc and tenure-track faculty on maternity leave and providing a dedicated fund to pay for additional lab management support for team leaders taking maternity leave which both came into effect from January 2016. Our recruitment policy now also requires a diversity champion nominated for senior recruitment panels (action 1c,ii). A Women in Science network for senior faculty and corporate staff across the ICR and The Royal Marsden has been set up with these having been recently expanded to include Imperial, The Crick and CRUK (action 2e,ii) receiving great feedback and a request for more such events. We have also committed to the Stonewall Diversity Champions scheme, joining with the Royal Marsden to form a cross-organisational LGBT network which has been promoted to all staff as well as developing a new policy on supporting transgender staff and students. Using the success of this cross organisation model, we have set up a BAME Network with The Royal Marsden.

An initial evaluation of the newly set up LGBT network will be conducted by Dec 2017 by requesting feedback from the ICR reps attending as to how the network or promotion of it can be improved (new action 1f). A staff survey planned for May/June 2017 will provide comparator data for the 2014/5 surveys to be reviewed for inclusion in the 2019 Athena SWAN reaccreditation/Gold application (new action 1a, 1b). Following the success of the Women in Science London Networking events these will be evaluated in December 2016 (new action 2e, iv) identifying priorities and partners for future events.