

2016-2018 ICR Action plan – UPDATE from Nov18

8 year review

Glossary

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| ASSSG – Athena SWAN Silver Steering Group | HR IO - HR Information Officer |
| ACS – Assistant company secretary (now called Head of Corporate Governance) | HR OPS – HR Operations Manager |
| ASC – Athena SWAN coordinator | PDTF – Post Doctoral Training Fellows |
| BRC – Biomedical Research Centre | RDA/RDM – Researcher Development Advisor/Manager (Role name changed) |
| CDF – Career development Faculty | RDC – Researcher Development Coordinator |
| CRCDWG – Clinical Research Career Development Working Group | RDPEM – Research Degrees Programme and Events Manager |
| FL – Future Leaders | SCUF – Scientific Computer Users Forum |
| Head of OD – Head of Organisational Development | SO – Scientific Officer (technical staff) |
| HoCS – Head of Clinical Studies | SSTR – Strategic Student Training Review (Triennial) |

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| 1) Using data to inform priorities and measure impact | | | | |
| 1a | i) Run Staff Survey triennially rather than annually - to be next rerun in May/June 2017 Concordat principle 7 | Head of OD | i) The survey will not be repeated until May 2017 to avoid survey fatigue. 2017 staff data to be analysed and compared to 2014 and 2015 (abridged) surveys to monitor trends in preparation for Athena SWAN reaccreditation/Gold in 2019. Will aim for an 80% completion rate. An interim (shorter) survey was done in 2015. | Complete. Survey ran in June 2018 with a completion rate of 59%. While lower than the rate for the shorter interim survey in 2015 (78%), this was the highest completion rate for a full attitude survey (previously 54%). |
| 1b | i) Separate Attitude survey data out for research versus non-research staff, and further analysis for divisions and different staff groups (postdocs, team leaders and other research staff). Feed in to Athena SWAN groups, staff/student associations and benchmark to CROS/PIRLS. Concordat principle 7 | Head of OD, RDC, ASC | i) Divisional data provided to all team leaders – by December 2017. Discuss gender-related differences with divisional Athena SWAN reps and identify local issues to address and organisation issues to be raised at ASSSG by March 2018. ii) Analysis for research staff only, internal news article to publicise results – by February 2018 and used to inform Athena SWAN reaccreditation/Gold application in 2019 iii) Staff group data provided to staff associations – by February 2018 | i) Complete - Data has been independently analysed and a series of reports produced according to division (to identify local issues), job type, gender and ethnicity (to identify equality issues). Statistical significance analyses introduced for the first time. Please note that the analysis by job type includes separating corporate vs research staff as well as specific job roles – e.g. postdocs, principal investigators, technicians, corporate and corporate directors. ii) Summary of all results and headline findings have been reviewed by Executive Board. Featured in Internal Comms newsletters and shared on intranet with all staff – in Oct18. |

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| | | | | iii) Additional specific reports circulated to relevant groups (e.g. Athena SWAN Steering Group; staff associations; team leaders/heads of division) for discussion and action planning – by Oct18. |
| 1c | <p>i) Improved recruitment data</p> <p>ii) Improve transparency of recruitment of team leaders/heads of division</p> <p>Concordat principles 1, 6</p> | <p>HR Director</p> <p>HR IO</p> <p>Action plan: ASSSG</p> | <p>i) Once the e-recruitment software update has been purchased (delayed - est. March 2017), team leaders will be reminded to complete eRecruitment shortlist data by HR advisers for every recruitment campaign. We will aim for at least 50% of managers using the shortlisting module by March 2018.</p> <p>ii) A review of shortlisting processes in senior management recruitment will be undertaken by December 2017 and expanded to include all staff appointments once the new e-recruitment module is implemented and that data becomes available.</p> | <p>i) e-Recruitment update implemented in June17. Separate Improvement Activity has been launched by HR to improve the quality of the recruitment data.</p> <p>ii) Senior management recruitment now includes seeking reasons for rejection at shortlist. Changes introduced including using the e-recruitment shortlist document to identify reasons for rejection at the sift stage. In the 2017/18 academic year, 38% of hiring managers uploaded a shortlisting document.</p> |
| 1d | <p>i) Establish the career destinations of former researchers (postdocs, students, technical staff)</p> | <p>RDM, Head of Registry, RDC</p> <p>Action plan: HR Strategy</p> | <p>i) Continue to curate the postdoc leaver's data to maintain an accurate picture (>75% complete) of the next generation of leaders in the cancer research field, reporting on this biennially at the postdoc careers conference.</p> <p>ii) Continue to promote the LinkedIn online platform at postdoc events and include link in exit questionnaire for leavers to ensure there</p> | <p>i) We expanded the period for which we are tracking postdocs to match the timings used for reporting in Athena SWAN. This meant we are now tracking leavers since August 2008. This increased the number of untrackable postdocs but we have been able to find career destination data for 292 out of 393 postdoctoral leavers (74%). These are people for which we have at</p> |

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| | Concordat principles 3, 4 | RDC | <p>are always at least 100 members in the group. Report career destinations and impact biennially at the postdoc careers conference.</p> <p>iii) An initial analysis of SO next career destinations to be completed by Dec 2017 - aim to identify the next destinations of 60%. Findings to be presented to the SOA and at the annual SO conference.</p> | <p>least one time-point of career destination data.</p> <p>ii) Postdoc LinkedIn group aimed at current and past postdocs is heavily advertised at careers courses and has 201 members as of Nov18.</p> <p>iii) An initial analysis of SO leavers career destination has been initiated and we have tracked 45% of the 145 SO leavers between 2015-17. This action will be rolled over to the 2018-2020 action plan in order to progress it and SO LinkedIn group has been established and promoted (e.g. at SO Technical Conference) in order to facilitate future career tracking.</p> |
| 1e | <p>i) Explore how to measure the impact of ICR-provided training/careers support on the careers of those who left ICR</p> <p>Concordat principles 3, 4</p> | RDA, RDC | <p>i) Survey has been designed and will be piloted with the alumni members of the ICR postdoc LinkedIn group. Results of the survey will be reported to Athena SWAN Steering Committee by April 2017 including specific recommendations of support/best practice to help shape the ongoing training priorities for ICR researchers.</p> | <p>i) A pilot survey was conducted in Oct17 via the dedicated Postdoc LinkedIn Group. We obtained 43% response rate (39/91) and most postdoc leavers considered they could access impartial careers advice when needed (77%) and that they received sufficient training and advice to develop their career (69%). Most fulfilled their aspirations in terms of job role (81%), employer (79%) and geographical location (71%). The results were presented to the</p> |

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| | | | | Athena SWAN Steering Committee in Jul18 and recommendations gathered. A redesigned survey will be sent to a larger cohort (>200 people) by Dec19. |
| 1f | Evaluation of newly established cross organisational LGBT+ and BAME networks | ASC | Feedback will be requested from the ICR reps attending these networks to identify ways it can be improved and better publicised | LGBT+ and BAME network reps very active in driving all of the initiatives. Forum and formal consultations done with both groups to establish priorities and objectives. Groups have made an impact in visibility and recognition of these two networks at ICR/RM. |
| 2) Leadership and management development | | | | |
| 2a | Mandatory equality and recruitment training: <ul style="list-style-type: none"> i) Increase attendance of current staff on Equality Excellence training through improved monitoring at probation review point. ii) New recruitment training developed and offered to all panel chairs | Head of OD Action plan: ASSSG | <ul style="list-style-type: none"> i) 71% current staff have attended Equality training to date with the aim of increasing this to our original target of 80% by December 2017. ii) Recruitment training has been delivered to 46% panel chairs. Aim to reach our target of 60% of panel chairs by December 2017 following the implementation of the new e-recruitment system (with embedded training functionality and subsequent promotion by HR (see action 1c). | <ul style="list-style-type: none"> i) Attendance to Equality Excellence training by all staff has progressed from 72% in Feb18 to 76% in Oct18. ii) A revised Recruitment training course, mandatory for all recruiting managers, has been developed and is being piloted in Jun18. Of the 124 recruiting managers on the system, 75 (60%) have attended some form of training on any of these topics: <ul style="list-style-type: none"> • How to select the best staff for your team (webinar) • Recruitment Essentials • Student Recruitment & Equality |

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| | Concordat principles 1, 6 | | | (webinar) Attendance to the specific mandatory course 'Recruitment Essentials' is currently at 49% in Oct18 for recruiting managers. |
| 2b | <p>i) Expand the portfolio of support provided to new team leaders via the established CDF network, providing bite-sized masterclasses on key skills (e.g. supervision skills) to build engagement of the group and involving senior faculty in delivering these.</p> <p>Concordat Principle 1, 2, 4, 5</p> | <p>Head of OD, CDF network</p> <p>Action plan: ASSSG</p> | <p>i) Improved results in 2018 survey for team leader category against "I am given good training to perform in my current job" – aim to increase positive responses from 42% in 2014 to 55% in 2017 survey (not included in the abridged survey run in 2015).</p> <p>ii) Monitor progression of CDF to tenured faculty – aim to achieve 80% success for those reviews due in 2018/9.</p> | <p>i) 54% of Faculty say they are given good training to perform in their current job. Ongoing action to monitor and use feedback from the new managers network to tailor training/support accordingly.</p> <p>ii) In the 2017/18 period all CDF that were due to have their assessment for transition to tenured faculty, were successful (total of 6 CDF).</p> |
| 2c | <p>Evaluation of the CDF/Faculty mentoring scheme that was set up in March 2015</p> <p>Concordat Principle 1, 2, 4, 5</p> | Head of OD, Director of Academic Services | Mentors have now been provided for all CDF and best practice briefing offered, evaluation of the scheme will be completed by December 2016 to identify any improvements that can be made for CDFs going forward. | Evaluation of this scheme was done via a discussion at the 2018 CDF Away Day. The scheme itself was found to be useful but the benefit depended upon the mentor. The main recommendation was that, in future, people should be strongly encouraged to have mentors from outside their own management chain |
| 2d | i) Increase awareness of the SO promotions criteria and associated mentoring scheme | RDC | i) Mentoring scheme to be promoted in intranet articles timed with the promotions calls and SO grades to be surveyed at SO annual ICR technical conference – aim for 70% to be aware of the | i) Mentoring scheme heavily advertised through the Scientific Officers Association Committee (SOAC) and the Learning and Development team (L&D). Awareness of |

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| | <p>amongst all SO grades</p> <p>ii) Introduce a scientific officer award to raise the profile of SO grades and their contribution to ICR research</p> <p>Concordat Principle 2, 5, 6</p> | RDC | <p>scheme by September 2018 conference.</p> <p>ii) Team leaders will be asked to nominate a scientific officer who has made a valuable contribution to team working. Will aim for at least 6 nominations per year with the winner awarded by the chair of the SO annual ICR technical conference and communicated to all staff via internal newsletter</p> | <p>this measured at the 2018 SO Technical Conference with 78% of attendees being aware of the mentoring scheme.</p> <p>ii) The SO Teamwork & Collaboration Award received 7 nominations in the first year (2016) and in the last call (2018). In 2017 there were 8 nominations, with one person being nominated twice. The winner is heavily advertised ICR-wide.</p> |
| 2e | <p>Supporting females aiming for or in leadership roles</p> <p>i) Building on the evaluation of the Aurora and Future Leaders leadership programmes including tracking the long-term careers of alumni via LinkedIn</p> <p>ii) Ensure selection on to influential senior committees is transparent and fair</p> <p>iii) Aurora and future female leaders programme to be run in tandem from 2017 onwards</p> <p>iv) Evaluate the support provided to date for female team leaders (Women in Science</p> | <p>RDA, ASC, ASSSG Chair, ACS, Head of OD</p> <p>Action plan: ASSSG</p> | <p>i) Continue to monitor promotions/new career opportunities of attendees biennially, and review attendee feedback to ensure at least 80% of participants are highly satisfied with the programmes – aim to maintain the proportional increase in career success seen to date - report to Athena SWAN steering group.</p> <p>ii) Continue to ensure that committee places are advertised biannually & discussed as part of annual appraisal with those interested being encouraged to attend as observers initially. Aim to maintain or improve the current ratio of 44% of members of senior committees being female by December 2017.</p> <p>iii) At least 12 places to be offered on both programmes to corporate staff and researchers</p> | <p>i) Attendance feedback was assessed via a thorough review that resulted in a 47-page evaluation report covering both programmes. >80% of participants would recommend their programme. As a result of researcher feedback, the Future Leaders programme is open to both genders since 2017.</p> <p>ii) Committee memberships are either automatic based on job role or elected and information is on the intranet. For elected, all eligible candidates are contacted and appraisal forms now include discussion of senior committee membership options. Recent changes in senior committees means the structure reported on in previous HR Excellence in Research Award</p> |

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| | Network) Concordat Principle 1, 2, 4, 5 | | <p>from 2017 onwards by an annual competitive application with ongoing evaluation and review</p> <p>iv) Evaluate recent cross organisational events aimed at female team leaders to identify priorities for the 2016/7 academic year and beyond.</p> | <p>submissions is different. We currently have a 52% female ratio in the current senior committee structure.</p> <p>iii) As a result of researcher feedback, the Future Leaders programme is open to all genders since 2017 and both Aurora and Future Leaders will run yearly for at least 12 people.</p> <p>iv) The 2016/17 external training event for female team leaders was rescheduled to September 2018. Feedback received was around updating the appraisals to raise awareness of awards and committee memberships available.</p> |
| 2f | Establish a new managers network Concordat principle 1, 2, 3, 4 | RDA, Head of OD | i) Places offered to all new managers in their first year of joining the ICR. Initial meeting to take place in Feb17. Feedback from attendees to be monitored after each session to ensure relevance and usefulness. We will monitor trends in the staff survey under category “My manager” from May 2017, tailoring future content accordingly. | <p>Initial network established and management development programmes provided, positive feedback on the programme (Management essentials 1,2 and 3) which is being repeated regularly. A new professional management programme, leading to external accreditation with the Institute of Leadership and Management is starting in Jan19.</p> <p>ICR Attitude Survey responses under ‘My Manager’ show statistically significant (p > 0.05) improvement between 2014 and 2018</p> |

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| | | | | on how staff perceive their managers. |
| 2g | <p>Supporting postdocs aiming for leadership:</p> <ul style="list-style-type: none"> i) Biennial running of Pathway to Independence, revised content based on feedback from pilot ii) Offer six places for Leadership in action in collaboration with UCL iii) Additional mentoring and careers support for postdoctoral fellowship holders <p>Concordat principle 1, 2, 3 4, 5</p> | <p>RDA, Academic Dean, Head of Organisational Development</p> <p>Action plan: ASSSG</p> | <ul style="list-style-type: none"> i) Continued monitoring of feedback and careers of attendees (via dedicated LinkedIn group) to maintain at least 85% participants being highly satisfied. Develop content for June 2017 course in collaboration with key strategic partner institutions. ii) Continue running Leadership in Action run in collaboration with UCL and other London partners maintaining at least 80% satisfaction from postdoc and student participants. iii) Pilot mentoring event in Cancer Therapeutics with 21 students/postdocs and 5 team leaders to be evaluated by Jan 2017 before running a follow-up or trialling in other divisions and presenting to Athena SWAN silver group by Dec 2017. | <ul style="list-style-type: none"> i) The programme ran in June 2017 with 24 promising postdoctoral researchers attending from the ICR, Wellcome Trust Sanger Institute, Babraham Institute, CRUK Cambridge Institute, CRUK Manchester Institute and MRC. A dedicated LinkedIn group is used to maintain contact and 94.7% of participants rated the programme as 'Very Good'. ii) Ongoing – the ICR sent 9 researchers to 2 of these events and now have an ongoing collaboration with UCL – feedback has been extremely positive. Future opportunities to send ICR participants to this event will be sought. iii) Cancer Therapeutics pilot completed and evaluated. Survey used to assess mentoring needs has been revised and launched to all postdocs in Sep17 and now includes additional options of support. Survey responses are being analysed to identify areas of support and to put in |

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| | | | | place support based on these needs. |
| 3) Defining career paths and supporting career development | | | | |
| 3a | <p>Postdoc code of practice to be reviewed biennially and updated if necessary</p> <p>Concordat principle 2, 3, 4, 5</p> | RDA, HR Operations teams, HR IO, faculty | As code of practice is included in all contract packs, content and recommendations made in it should be reviewed by HR biennially to ensure correctness. | Usage of the Postdoc Code of Practice was reviewed via a survey to Faculty and Postdocs and results shared with the sector at the 2017 International Vitae Conference. The Postdoc Code of Practice was updated in Sep18 with the help of Faculty and of the Postdoc Association Committee (PDAC) and recirculated to all Faculty and Postdocs together with the ICR's Training Catalogue. Biennial review and promotion of this document are ongoing actions part of the 2018-2020 action plan. |
| 3b | <p>i) Ensure 70% of research staff are aware of access to impartial careers advice</p> <p>ii) To further raise awareness of researcher</p> | RDA, RDC | <p>i) Achieve at least 70% positive response from researchers in 2017 survey following an increased emphasis on careers advice at 2015/6 researcher conferences.</p> <p>ii) Training brochure to be produced and circulated to all new starters of scientific officer grades and PDTF to promote career support and the work</p> | <p>i) 69% (clinical) and 52% (non-clinical) researchers agree with the statement "I can access impartial careers advice when I need it".</p> <p>ii) Training brochures have been produced for Students, SOs, Postdocs, Bioinformaticians, Clinicians and Faculty. These were</p> |

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| | <p>access to independent careers advice</p> <p>Concordat principle 2, 3</p> | RDC/RDM | <p>of the SOA/PDAC by January 2017.</p> <p>iii) Widespread advertising of opportunities to receive independent careers advice at postdoc careers conference (Jan 2017) and SO technical conference (Sept 2017) as well as through the bimonthly training bulletins sent to all staff.</p> | <p>circulated during the ICR Conference as well as internal staff-driven conferences (e.g. SO Technical Conference, Bioinformatics Conference, Postdoc Careers Conference).</p> <p>iii) Monthly training newsletter includes Careers 1-2-1 information as standard and articles on the intranet made periodically to advertise this.</p> |
| 3c | <p>i) Review of the clinical academic career development programme following the initial gap analysis on the career development available to clinical academics</p> <p>ii) Review the pilot Pathways to Independence for Clinicians first run in Nov 2016</p> <p>Concordat principles 3,4</p> | RDA, ASSSG, CRCDWG Chair | <p>i) Delegate feedback to be reviewed from all sessions run so far (Jan 2017), with the aim of shaping the ongoing clinical academic career development programme.</p> <p>ii) Review initial Clinician Pathways programme and aim for 80% delegates being highly satisfied with the course and tracking delegate career progression (by Nov 2017) in order to determine future running and relevant collaboration (biennially from Nov 2018 onwards)</p> | <p>i) Feedback on the support given to clinician researchers, including the BRC Clinical Academic Careers Programme is sought through discussions at the quarterly Clinical Academic Forum and the training programme and forum contents tailored to reflect feedback.</p> <p>ii) Feedback on the initial clinical Pathways to Independence was gathered via a comprehensive survey and 95.5% of participants rated the programme to be 'excellent' and 4.5% 'good'. Delegate tracking is ongoing through a dedicated LinkedIN group.</p> |

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| 3d | <p>Establish a mentoring scheme for clinical academics</p> <p>Concordat principles 4, 5, 6</p> | <p>ASC, Deputy Director of BRC, Action plan: ASSSG.</p> | <p>Mentors identified and offered to 13 female clinical academics to date. Independent evaluation of scheme (highlighted as best practice case study by Vitae) due March 2017 which will shape how the scheme is rolled out to all clinical academics.</p> | <p>100% of feedback respondents would recommend the clinical mentoring scheme. Separate feedback requests for the scheme to be opened to males were acted upon and the scheme has been running from 2017 for both genders. There have been 49 matches so far.</p> |
| 3e | <p>Develop and pilot an introduction to Bioinformatics programme</p> <p>Concordat principles 3, 4</p> | <p>RDC</p> | <p>Whole bioinformatics support programme to be reviewed in January 2017 to determine ongoing support (Sept 2017 onwards) for those working in scientific computing.</p> | <p>Feedback to informatics-related training consistently very good. Trainers from the 'Introduction to Bioinformatics' course reviewed the format and content of the course in Nov17 and the range of 'R' training provision has been re-organised to follow a learning progression plan.</p> |
| 3f | <p>Early training needs screening tool developed for students to complete during induction week.</p> <p>Concordat principles 4, 5</p> | <p>Asst Dir (AR) Action plan: SSTR</p> | <p>51% of initial cohort accessed the screening tool. From October 2016 students who have not logged in will be sent a follow up email to encourage them to do so. Completion rates for use of the tool will be reviewed annually.</p> | <p>For the 2017/18 cohort of PhD students, totalling 26 students, 10 have logged in (38%) and 9 have completed (35%) their Personal Development Plan. All students are reminded of this training needs screener after induction, but non-completion isn't currently followed up (action to start following non-completion up has been added to the 2018-2020 action plan).</p> |
| 3g | <p>Training in best practice for keeping laboratory records to be given to all new students</p> <p>Concordat principles 3</p> | <p>RDC</p> | <p>Following requests from students for more guidance in this area, a session to be developed with the Academic Dean's Team to be delivered at 2016 student induction and reviewed for inclusion at all</p> | <p>Session run in October 2017 involving an interactive hands-on session where groups of students were asked to repeat an experiment following lab-books of varying degrees of</p> |

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| | | | inductions going forward | detail to highlight the importance of keeping good records. The session was rated one of the most useful sessions of the day and is now embedded as part of the student induction. |