Athena SWAN Bronze institute award application

Name of institute: Institute of Zoology (IoZ)

Name of Research Council that governs institute: Zoological Society of London (ZSL)

Date of application: 29th April 2016

Date of Institute membership to Athena SWAN: 12th May 2015

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Athena SWAN **Bronze Institute** awards recognise that in addition to its own formal policies the institute is working to promote gender equality and to address challenges particular to the discipline.

Not all organisations use the term 'institute' and there are many equivalent academic groupings with different names, sizes and compositions. The definition of an 'institute' for SWAN purposes can be found on the Athena SWAN website. If in doubt, contact the Athena SWAN Officer well in advance to check eligibility.

It is essential that the contact person for the application is based in the institute.

Sections to be included

At the end of each section state the number of words used. Click here for additional guidance on completing the template.

Action Area	Objective	Action Reference Number	Planned Action(s)	Rationale	Key outputs and milestones	Timeframe (start/end date)		Person responsible	Success criteria and outcome
1. Data gathering, monitoring and action assessment	1.1. Improve data collection, archiving and analysis	D1	Compile and analyse data on the composition of recruitment and promotion panels	Promotions panel currently male biased, and no data compiled on recruitment panel composition	Protocols identified and in place by end of 16; annual reviews conducted at end of each year, starting 17	Apr-16	Ongoing	Amrit Dehal (Information Systems Administrator)	Ability to report on panel composition by Apr-19
1. Data gathering, monitoring and action assessment	1.1. Improve data collection, archiving and analysis	D2	Improving our understanding of why staff leave IoZ	Concerns about female bias in staff turnover at RF grade	Develop a systematic exit interview process by end of 16; develop a database to collect relevant information by end of 16; refine the ZSL Now&Next Survey to capture emerging issues by Jun-16	Jun-16	Ongoing	Amrit Dehal (Information Systems Administrator)	Ability to report on reasons people leave IoZ by Apr-19
1. Data gathering, monitoring and action assessment	1.1. Improve data collection, archiving and analysis	D3	Collect baseline information on distribution of workload by gender and grade	No information available on workload distribution for formal internal or external roles; no role description for many internal roles filled by IoZ staff (e.g., IT rep, post-graduate tutor)	ToRs for all internal roles developed by July 16; Develop monitoring protocols for tracking staff workload by Sep-16; data collection starts Oct-16	May-16	Ongoing	Sam Turvey (Senior Research Fellow)	Ability to report on workload distribution by grade and gender by Apr-19
1. Data	1.1. Improve	D4	Collect baseline	No data available to	Develop monitoring	Jul-16	Ongoing	Amrit Dehal	Report available

gathering, monitoring and action assessment	data collection, archiving and analysis		information needed to assess potential gender bias in the way IoZ promotes its science externally	assess potential bias in opportunities to increase external profile	protocols for assessing potential biases by end of 16; data collection starts early 17			(Information Systems Administrator) & Xavier Harrison (Research Fellow)	on Athena Swan webpage by end 18
1. Data gathering, monitoring and action assessment	1.2. Monitor and report on the effectiveness of the Action Plan, with respect to gender	D5	Annual staff surveys to collect key data to monitor status and progress on planned actions	Appropriate monitoring system to regularly (i.e. annually) track progress on Action Plan not in place	Revamped ZSL Now&Next Survey available by June 16; anonymous IoZ survey ready by Jan 2017	May-16	Ongoing	Ken Norris (Director of Science)	At least 80% of staff and students participate in surveys to generate robust data
1. Data gathering, monitoring and action assessment	1.2. Monitor and report on the effectiveness of the Action Plan, with respect to gender	D6	Repeat one to one interviews for staff and students every 3 years	Surveys need to be repeated for patterns and trends detection, and informing progress on relevant planned actions	Content of 2015 baseline survey refined by Mar-18	Jan-18	Dec-18	Ken Norris (Director of Science)	Participation by at least 30 staff and students in the interview process to generate comparable dataset to 2015 baseline data
1. Data gathering, monitoring and action assessment	1.2. Monitor and report on the effectiveness of the Action Plan, with respect to gender	D7	Annual student surveys	We currently lack a mechanism to track student progress and assess the impact of planned actions relevant to PhD students (see Students section of	Student survey developed by Mar-17; 1st survey in summer 17	Jan-17	Ongoing	Jon Bielby (Research Fellow & Post-graduate Tutor)	At least 80% of the IoZ-based PhD students respond to the survey by Year 3

				action plan)					
1. Data gathering, monitoring and action assessment	1.2. Monitor and report on the effectiveness of the Action Plan, with respect to gender	D8	Report on progress towards planned actions available to all staff every year	Ensure transparency of Athena SWAN process	Outputs presented at dedicated annual IoZ-wide meetings; IoZ Athena SWAN webpage built by Sep-16; action plan and reports circulated to all staff and available for download on webpage from Sep-16	Dec-15	Ongoing	Nathalie Pettorelli (Research Fellow)	Action plan and reports downloadable on Athena SWAN webpage
1. Data gathering, monitoring and action assessment	1.2. Monitor and report on the effectiveness of the Action Plan, with respect to gender	D9	Quarterly Athena SWAN task force meetings to assess and ensure progress	Support implementation of action plan	1st meeting scheduled in the first 3 months after application	Jul-16	Ongoing	Nathalie Pettorelli (Research Fellow)	Task force meeting minutes communicated to all staff and students and published on Athena SWAN webpage; ensure 90% actions are on schedule
1. Data gathering, monitoring and action assessment	1.2. Monitor and report on the effectiveness of the Action Plan, with respect to gender	D10	Continue to monitor and assess postgraduate student, visitor and intern recruitment data against HESA and historical IoZ data	No issue detected to date; continuous monitoring to ensure trend maintained	Update database by August annually; Annual statistics compiled by September annually	Aug-16	Ongoing	Amrit Dehal (Information Systems Administrator)	No significant deviation from national and IoZ baseline data over the next 3 years

2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and diversity	O1	Implement mandatory Equality & Diversity training for all staff and all new staff within 6 months of initiation	One-to-one surveys indicated evidence of negative gender-related attitudes and behaviours	Course content and handouts developed by Mar-16; course to be implemented starting Apr-16; 50% of existing staff trained within the first year; new staff trained within 6 months of starting date from Apr-16	Jan-16	Ongoing	Emma Brown (HR Head of Training and Organisational Development)	Annual assessment shows 100% of IoZ staff trained from the end of Year 2; handouts detailing relevant literature and website links distributed to all attendees and available on IoZ Athena SWAN webpage
2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and diversity	O2	Increase awareness of the standards of behaviour expected at work, as outlined in the ZSL Dignity at Work document	One-to-one surveys indicated evidence of negative gender-related attitudes and behaviours	ZSL Dignity at Work Policy updated, circulated and prominently displayed in communal spaces by Apr-2016; ZSL Now&Next Survey updated by Aug-2016 to include questions relating to awareness of the Dignity at Work document	Apr-16	Ongoing	Emma Brown (HR Head of Training and Organisational Development)	Annual assessment show 100% aware of the Dignity at Work document by end of Year 3
2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and	O3	IoZ induction process to detail behavioural expectations in the workplace	One-to-one surveys indicated evidence of negative gender-related attitudes and behaviours	IoZ induction documentation updated by the end of Year 1; ZSL Now&Next Survey updated by Aug-16 to include questions relating to awareness of	Apr-16	Ongoing	Patricia Brekke (Research Fellow)	Annual assessment shows 100% of new IoZ staff are aware of behavioural expectations by

	diversity				behavioural expectations				end of Year 2
2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and diversity	O4	Increase awareness among staff and students of routes for people to raise concerns about any discriminatory attitude or behaviour they are experiencing (i.e., HR, mentor, Athena SWAN task force, anonymous phone counselling service)	One-to-one surveys identified a need for this	Individuals in IoZ to act as initial points of contact in place by Sep-16; staff and student handbooks updated with this info by end of Year 1	Sep-16	Dec-16	Patricia Brekke (Research Fellow)	Future one-to-one surveys show 100% of staff and students can cite at least one communication stream to report discriminatory behaviour
2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and diversity	O5	Improve engagement of all staff and students in the aims, ethos and long term goals of Athena SWAN by organising annual IoZ-wide meetings; use these meetings to draw attention to cultural issues and attitudes at	One-to-one surveys indicated evidence of negative gender-related attitudes and behaviours	First all-IoZ meeting held by Dec-15; develop evaluation form for the 2nd meeting by Nov-16; all feedback collected by Jan-17	Nov-16	Ongoing	Nathalie Pettorelli (Research Fellow)	Annual assessment shows 80% staff feel these meetings contribute to embedding a culture of respect

			the IoZ						
2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and diversity	O6	Broaden the audience and diversify the type of social events offered to staff	One-to-one surveys identified a need for this	Establish an IoZ social committee by May-16; launch of first family friendly event in autumn 16	May-16	Ongoing	Sam Turvey (Senior Research Fellow) & Xavier Harrison (Research Fellow)	Future one-to-one surveys show 2/3 staff feel social events organised by IoZ social committee improve networking opportunities
2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and diversity	O7	Unconscious bias training for all staff involved in recruiting and promotion, an d for the Athena SWAN task force	No-one in the institute has received training in unconscious bias	Identify external course options by June 16	May-16	Dec-16	Patricia Brekke (Research Fellow)	All task force members and staff involved in promotion decisions will have received training by Dec-16; all staff involved in recruitment by the end of Year 2
2. Organisational culture	2.1. Embed a culture of respect, inclusivity and awareness of equality and diversity	O8	Champion the profile of IoZ female scientists by actively encouraging them to participate in Soapbox Science	No gender bias in staff engagement with outreach detected; need to continue to promote gender equality in science by supporting home grown initiative	Continue to actively engage IoZ female staff and students in taking part in Soapbox Science events; systematically create a profile webpage for IoZ speakers on IoZ website starting May 16; integrate information on Soapbox	May-16	Ongoing	Xavier Harrison (Research Fellow)	At least 1 female staff/student participate in Soapbox at any given year

					on IoZ website by June 16			
2. Organisational culture	2.2. Promote representation and participation of women in decision-making committees	O9	Ensure a male and female representative are on each recruitment panel and ensure recruiting staff are aware of this policy	One-to-one surveys revealed evidence of perceived gender bias on decision-making committees	Develop and introduce a policy on the recruitment process (definition of minimum panel size & expected composition by end of Year 1; design and implement a monitoring system to track hiring committee composition by end of Year 1	Apr-16	Ongoing	Fiona Evans (HR Director) & Ken Norris (Director of Science)	100% recruitment panel include a male and a female by end of Year 3
2. Organisational culture	2.2. Promote representation and participation of women in decision-making committees	O10	Improve staff understanding of decision-making processes and the roles of different boards and panels	One-to-one survey showed limited understanding of decision-making processes within IoZ	Produce IoZ staff book to include list of decision-making committees and process for joining by end of Year 1; displayed chart introducing decision-making committees in Nuffield & Wellcome buildings by end of Year 1	Apr-16	Ongoing	Patricia Brekke (Research Fellow)	At least 50% staff interviewed in next one-to-one surveys can correctly identify decision-making committees and role
2. Organisational culture	2.3. Improve transparency in IoZ functioning & decision making processes	O11	Review, update and clarify operation and governance of IoZ's Management Board	One-to-one surveys revealed limited understanding of how the IoZ Management Board works	Produce and disseminate new ToRs for IoZ Management Board by Oct-16	May-16	Oct-16	Nathalie Pettorelli (Research Fellow) & Sam Turvey (Senior Research Fellow)	At least 80% of staff interviewed in next 1:1 surveys state that individuals sitting on main IoZ decision making committee is representative

2. Organisational culture	2.3. Improve transparency in IoZ functioning & decision making processes	O12	Review and update IoZ staff handbook	One-to-one surveys revealed a lack of source material for helping staff understand how IoZ works and their options/opportunities within it	Produce IoZ staff book to include information on training options and other career development opportunities; promotion pathways; key contact info & IoZ management structure by end of Year 1; develop an IoZ-specific induction by end of Year 1; start new induction process by start of Year 2; IoZ staff book circulated to all staff and saved on shared folders by end of Jan-17	Apr-16	Ongoing	Xavier Harrison (Research Fellow)	At least 80% staff interviewed in next one-to-one surveys know about the handbook
2. Organisational culture	2.3. Improve transparency in IoZ functioning & decision making processes	O13	Develop clear process and terms and conditions underpinning the hosting of visitors, acknowledging differences in needs according to level of seniority, length of the visiting period and frequency of the visits within that	Recent individual cases have highlighted a lack of clarity around support for visitors and the associated problems this creates	Map the diversity of personal situations found among our visitor pool by June-16; Develop terms and conditions associated with the hosting of a visitor acknowledging differences in needs according to level of seniority, length of the visiting period and frequency of the visits within that period by Sep-16; Revise current visitor form to incorporate these new terms and conditions	Apr-16	Dec-16	Sam Turvey (Senior Research Fellow)	Visitor book downloadable on Athena Swan webpage by Dec-16

			period		by Oct-16; Develop a visitor book providing information on the level of support provided by IoZ for each visitor category				
3. Recruitment	3.1. Ensuring fairness in recruitment process	R1	Ensure equal opportunities throughout the recruitment process	Equal opportunities data not currently compiled and analysed	Monitoring protocol identified by end of May-16; staff & intern adverts checked by HR from Jun-16; collection of data on gender/ethnicity of all applicants/shortlisted/successful candidates starting Jun-16	May-16	Apr-19	Amrit Dehal (Information Systems Administrator) & Fiona Evans (HR Director)	Ability to report and analyse equal opportunities across staff and interns, benchmark against HESA data and identify issues by Apr-19
3. Recruitment	3.1. Ensuring fairness in recruitment process	R2	Mandatory recruitment training for all recruiting staff	No minimum requirement in place for staff to be allowed to recruit	Design of the training content (with specific reference to issues related to unconscious bias) by end of 16	Jan-17	Ongoing	Emma Brown (HR Head of Training and Organisational Development)	100% of recruiters trained by end of each year, starting Year 2
4. Career development and promotion	4.1. Ensuring fairness in promotion process	CD1	Improve gender diversity on the IoZ promotions panel	Promotion panel is currently made up of senior males	Promotion panel composition to be changed by Aug-16; external reviewers to be consulted during promotion process by Aug-16	summer-16	Ongoing	Ken Norris (Director of Science)	At least 1 female member of the promotion panel from IoZ
4. Career development	4.1. Ensuring fairness in promotion	CD2	Increased options for discussions on promotion	Only 1 female applied for promotion in last 5	Updated PDR process by Dec-16 to link with promotion process; PDR	Jun-16	Ongoing	Ken Norris (Director of	Reduced male bias among staff applying for

and promotion	process		opportunities & necessary steps towards successful promotion	years	training available to all staff by Apr-17; annual promotion clinic run by promotion committee members to start by Apr-17			Science)	promotion measured against baseline data
4. Career development and promotion	4.1. Ensuring fairness in promotion process	CD3	Ensure all line managers consistently interpret criteria for promotion	New promotion process being developed for June/July-16, so staff need support to implement this	Promotion surgery implemented from Apr-17, to include talks detailing core expectations and examples of levels of achievement associated with each grade	Jan-16	Ongoing	Ken Norris (Director of Science)	100% of line managers having attended at least one clinic by Jan-19
4. Career development and promotion	4.1. Ensuring fairness in promotion process	CD4	Link PDR process to competency framework used in promotion process	One-to-one surveys revealed a lack of clarity on the links between the PDR and promotions process	New PDR document developed by Dec-16; new PDR format to be rolled out by Jan-17	Jan-16	Jan-17	Emma Brown (HR Head of Training and Organisational Development)	High (>90%) completion rate for new PDR process; evidence that competencies have been reviewed on most (>90%) of the PDR forms; evidence that most (>90%) of PDRs discuss promotion and feed into the promotions process by Jan-18

4. Career development and promotion	4.2. Ensure women know how to plan and prepare for career transitions	CD5	Arrange a series of informal career seminars from internal or external staff with experience of key career transitions	One-to-one surveys revealed a need for this	Decide on seminar format by Apr-16; first seminars to start by Oct-16	Oct-16	Ongoing	Sam Turvey (Senior Research Fellow) & Xavier Harrison (Research Fellow)	At least 40% women attending these career seminars
4. Career development and promotion	4.2. Ensure women know how to plan and prepare for career transitions	CD6	Introduce a flexible mentoring scheme to support early and mid-career members of staff in their career plans and strategies	An important action identified by many people at our December 2015 meeting	Mentors in place by Sep-16; annual opportunity for mentor training, where key mentor roles will be presented (starting Oct-16); advertise mentoring in Oct-16;	Jan-17	Ongoing	Xavier Harrison (Research Fellow)	At least 50% of mentees report mentoring to be useful in ZSL Now&Next Survey
4. Career development and promotion	4.2. Ensure women know how to plan and prepare for career transitions	CD7	Ensure transparency in benefits available to staff	One-to-one surveys identified lack of understanding in available benefits	Benefits detailed in all advertised UK-based IoZ positions by end 16; set up Athena Swan page on IoZ website detailing staff benefits by Sep-16; annual speed talk on benefits (parental, caring, compassionate) available to staff starting end-16	Apr-16	Ongoing	Patricia Brekke (Research Fellow); Nathalie Pettorelli (Research Fellow); Fiona Evans (HR Director)	100% UK-based job advertised with benefits detailed by end of Year 2; info relevant to staff benefits accessible to all on website; 100% staff are aware of their parental leave rights and parental benefits

									by end of Year 2
4. Career development and promotion	4.3. Ensure women know how to plan and prepare for career transitions	CD8	Compile and disseminate benefits associated with grant funding	Our staff meeting in December 2015 highlighted the lack of knowledge around benefits associated with grant funding	Review of grant types supporting current IoZ staff available by Dec-16; benefits detailed in IoZ staff handbook by Mar-17	Jun-16	Ongoing	Sam Turvey (Senior Research Fellow)	All IoZ staff are aware of the benefits available to them by Jan-19
4. Career development and promotion	4.4. Ensure all staff are equipped with leadership skills necessary for successful progression	CD9	Make leadership training available to all staff	Lack of females in leadership roles	Development of leadership training aimed at current and future leaders by HR by end of 2016; training available to all staff by Jan-17	Apr-16	Ongoing	Emma Brown (HR Head of Training and Organisational Development)	At least 50% of attendees report training to be useful in training evaluation forms post-event
5. Students	5.1. Improve support for career planning, especially female students	PG1	Raise awareness among students of relevant policies for career planning and behaviour in the workplace	One-to-one surveys revealed limited knowledge of specific policies related to parental leave and acceptable behaviour in the workplace	Update IoZ student book with information on parental leave and rights, how to deal with harassment/discrimination by Sep-16; 3 annual lunches to provide informal career advice starting in Oct-16; annual speed talks by PhD coordinator on career planning & relevant policies	Sep-16	Ongoing	Jon Bielby (Research Fellow & Post-graduate Tutor)	Annual stduent survey shows 70% female students based at IoZ are aware of relevant policies and expectations by end of Year 2
5. Students	5.1. Improve support for career planning,	PG2	Provide PhD students with access to tailored	Our staff meeting in December 2015 highlighted the need	Develop format for career week by end 16; decide on timing and format for	Jan-17	Ongoing	Jon Bielby (Research Fellow & Post-	1 career week and at least 2 informal internal

Theme	Objective	Ref	Action	Rationale	Key outputs/milestones	Start	Status	Responsibility	Success measure
	especially female students		career advice through informal internal meetings, annual career week and access to tutors	for this	informal internal meetings by end 16; male and female PG tutors designated by May-16			graduate Tutor)	meetings per year are held; at least 80% of IoZ-based female students attend at least one of these events; at least 50% of students report tutoring to be useful by Jan-19
5. Students	5.1. Improve support for career planning, especially female students	PG3	Support PhD students in their career plans and strategies, by providing flexible mentoring	Current lack of mentoring raised as an issue across all IoZ	Mentors in place by Sep-16; annual opportunity for mentor training, where key contributions will be detailed (starting Oct-16); advertise mentoring in Oct-16; implementation of a flexible, non-binding mentoring scheme (where mentees chose their mentors and define the relationship they'd like to build) by Jan-17	Jun-16	Ongoing	Jon Bielby (Research Fellow & Post-graduate Tutor)	At least 50% of mentees report mentoring to be useful in annual student survey