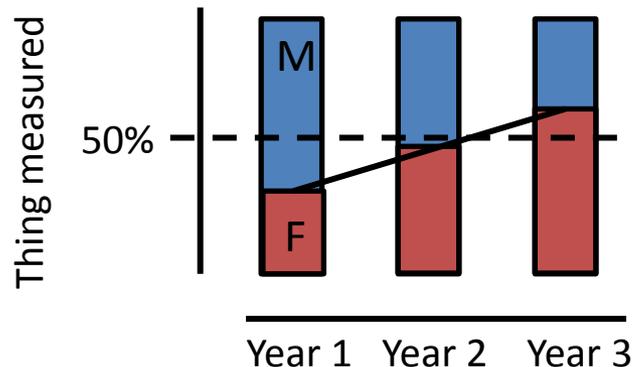


Becky Briant, Geography, Birkbeck

- Birkbeck – small (3 science Depts, links with UCL; scientists dotted around other Schools); unique (part-time/mature students, evening teaching)
- Me – bronze experience:
 - University Athena SWAN SAT member since 2010
 - Institution bronze 2012; failed renewal 2015; new renewal submission 2016 (Action Plan subgroup lead)
 - Watched Biology and Psychology fail once at bronze and then see success second time round – saw feedback
 - AS Panel Member February 2016 (and again March 2017)
 - Departmental SAT lead for April 2018 submission under expanded charter (first in School of Social Science History and Philosophy)

Insights from panel membership #1

- Many HR professionals on panels – fewer academics
- Tensions between form and assessment criteria:
 - ‘Plannedness’ desirable, but shape of form suggests action points needed for all sections
 - Detail in action plan may be hostage to fortune, but vague actions discouraged
 - Desire for culture change, but format of application tends towards ‘box-ticking’ / HR actions
- Data presentation really important – makes life much easier for panel, e.g.:



- Clear narrative crucial – Use staff survey data in your descriptive section. What does the data show are the main issues? What actions are we prioritising?

Insights from panel membership #2

- Be smart about staff survey data – use in action plan to measure culture change
- All actions must be SMART
 - *Specific* – target a specific area for improvement.
 - *Measurable* – quantify or at least suggest an indicator of progress.
 - *Assignable* – specify who will do it.
 - *Realistic* – state what results can realistically be achieved, given available resources.
 - *Time-related* – specify when the result(s) can be achieved.
- Need to explain peculiarities of your institution (e.g. Birkbeck’s evening teaching)
- Reapplications / renewals: address all points in feedback on original application; show progress on original action plan in the text
- Silver applications – ambition in action plan, culture change, intersectionality, awareness raising
- Top tips: Moodle page for AS SAT documents; named SAT member or group to track each action

Insights from failed departmental feedback at bronze level

- Key issue = management structures / units. Need to be coherent (not across School unless decisions are made at this level). No guidance yet for small Departments (waiting since 2015).
- Things ECU wanted to see:
 - HoD personal contribution to process and on SAT
 - Consultation (staff and students) – to justify actions – Birkbeck now have a standard format that we share
 - SMARTer actions
 - Junior and Senior people on SAT, not just those in the middle; also men, not just women
 - Some changes already implemented
 - Specific development activities for women
 - Mandatory appraisals / PDRs
 - Transparent workload model / committee selection
 - Better cover around maternity leave
 - More ambition
 - More than once-termly meetings