

# Post-Bronze: What are we learning from SAGE applications?

## What do SAGE members want?

“Best **methods** for obtaining **information** and insights on flexible work, mentoring, caring responsibilities”

“Provide best **case examples**”

“Can SAGE be a **national data repository**?”

“Publish more information on why **diversity** is important—what is the **evidence**?”

\*Feedback from workshops Cohort 1 | August 2016 ... Cohort 2 | November 2016

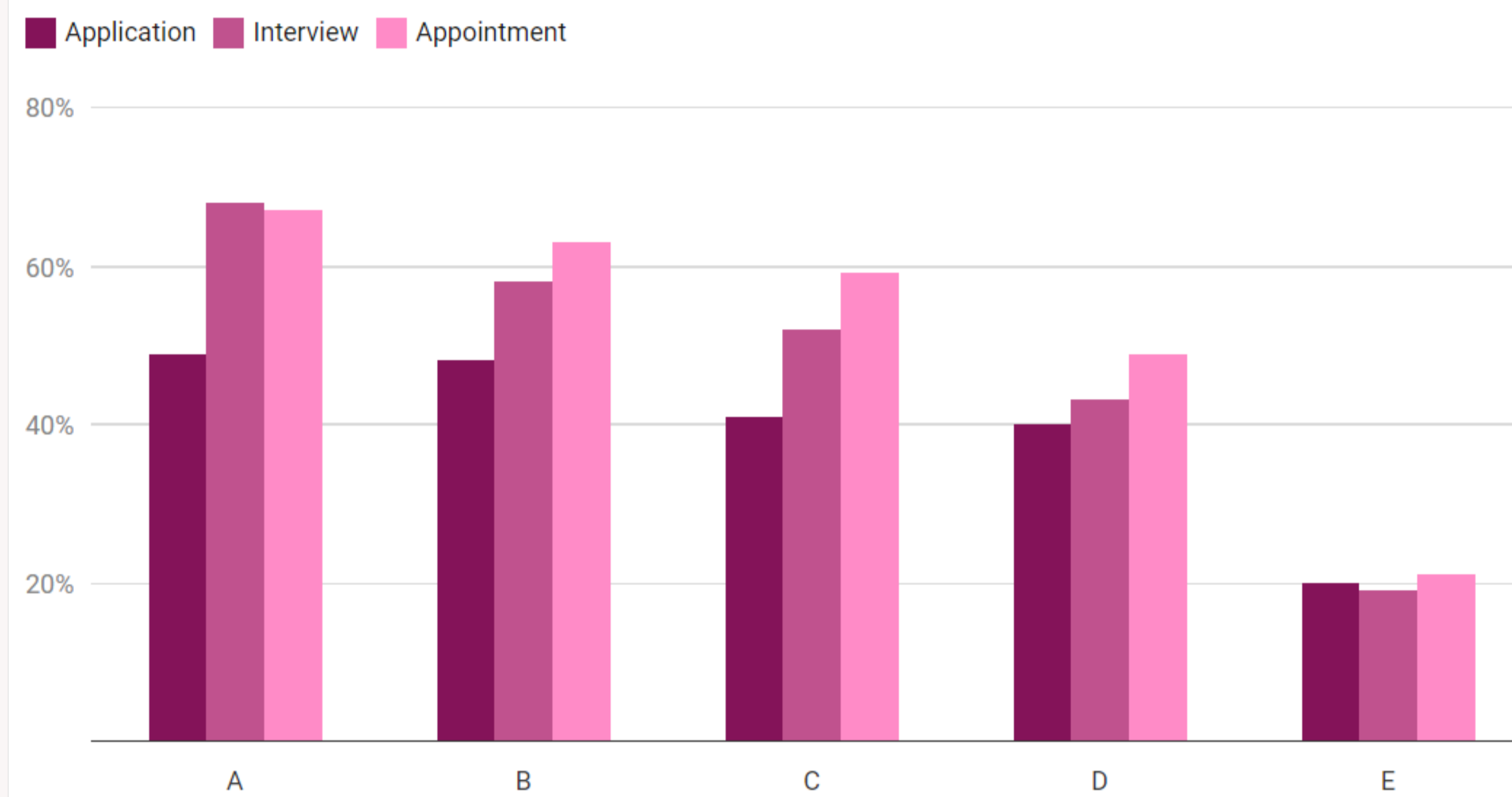
## Building to the future, SAGE will:

- 1 Develop a systematic approach to uncover **national trends**
- 2 **Prioritise areas** for action according to national trends
- 3 **Catalogue actions** by themes and problem areas
- 4 Support cross-institutional **collaborations** to **test and compare** interventions to inform evidence-based recommendations
- 5 Build a **one-stop resource** to share trends, benchmarks, case studies and D&I literature tailored to SAGE members

## 2 Preliminary findings: Priority areas and trends in recruitment

### Female representation at each recruitment stage

STEMM academic vacancies from Levels A to E. Only institutions (n = 8) with data for all three recruitment stages were included. Level A data from one institution was excluded as there was only one vacancy during their reporting period. The vertical axis represents the mean percentage of women in the recruitment pool at a given stage.



Source: Athena SWAN Institutional Bronze applications from the SAGE pilot

Female representation at any recruitment stage decreases at higher levels. (Trend 1)

Within each level, female representation is usually lowest in the applicant pool, with a tendency to increase as recruitment progresses. (Trend 2) This may suggest that the largest source(s) of recruitment bias against women is located at the **application stage**.

Therefore, we hypothesise that institutions who wish to boost their female appointment rates (without the use of female-identified positions) may reap more benefit from improving their **attraction** of female candidates than their shortlisting or interview processes. (Priority area) Greater retention and promotion of women are also needed to increase the supply of female candidates for Level D-E positions.

## 4 Support cross-institutional collaborations

Use our list of actions-by-institution to identify **potential research collaborators**. Together, members with similar action items can empirically test versions of each intervention to strengthen the evidence base for “what works”.

Maximise the value of our collective data by: Standardising intervention conditions and evaluation metrics · Measuring cross-institution applicability · Publishing results

## 5 What's next? Concept of a one-stop resource to communicate findings, case studies and literature

Intervention	Estimated cost	Estimated effect	Evidence base
Gender-inclusive job ads	\$	▲10-30% likelihood of female hire	***
Blind shortlisting	\$	▲20-45% likelihood of female hire	**
Female-identified positions	\$	▲100% likelihood of female hire	****
Gender balanced panels	\$\$	▲20-25% likelihood of female hire	**
Unconscious bias training	\$\$\$\$	▲5-10% likelihood of female hire	*
Headhunting	\$\$\$	▲80-90% likelihood of female hire	***
Institutional D&I branding	\$\$\$\$	▲25-30% likelihood of female hire	**

Applications: Proportion of women in the candidate pool is often lowest at the application stage. This is the key pressure point in recruitment.

Interviews: Of those who apply, women are more likely to be interviewed than men. The proportion of female candidates increases slightly at this stage.

Offers: Women who are interviewed receive job offers more often than their male competitors.

Appointments: The proportion of female recruits is typically much higher than the proportion of female applicants. But when female applicants are scarce to begin with (esp. for Level D-E roles), their higher relative success rate is not enough to achieve gender parity at the appointment stage.

\*mock-ups

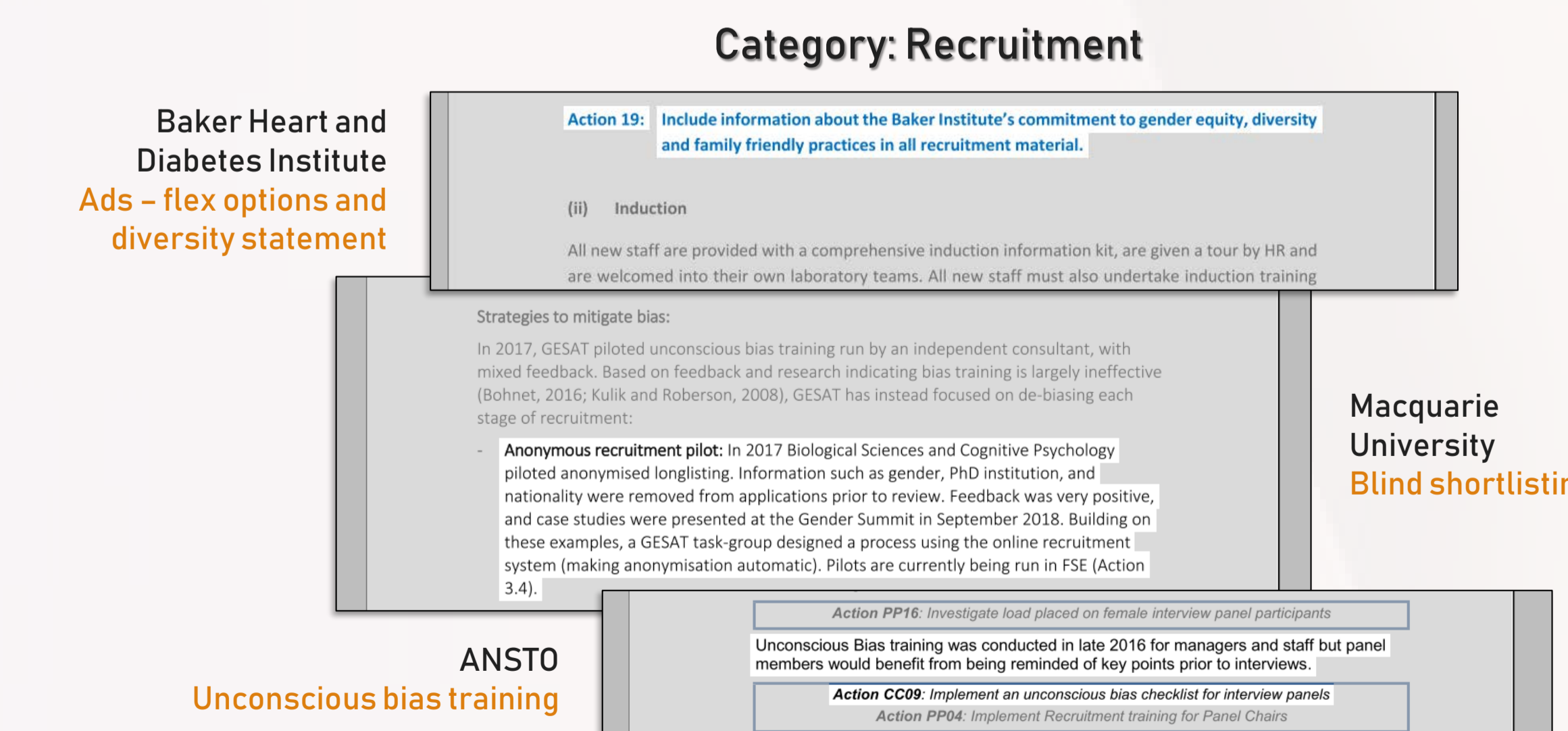
## 1 Develop a systematic approach to uncover national trends

SAGE is developing tools for the systematic analysis of Athena SWAN applications.

These tools are tailored to each section such as recruitment, managing career breaks, and so on.

By identifying the weaknesses within these systems that frequently recur across the sector, we can steer change to where it is needed the most.

## 3 Catalogue actions by themes and problem areas



To inform collaboration, we are extracting the many potential interventions from SAGE members' Athena SWAN applications.