



Chartered  
Insurance  
Institute

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Gender pay gap 2018

# Reducing the gender pay gap



# Definitions and key terms

## **Gender pay gap**

Describes the gap between the average earnings between all women and men in the population, across all different roles and levels. It does not describe a difference in pay between women and men doing the same jobs.

## **Positive gender pay gap**

Describes the extent to which women earn less per hour than men.

## **Negative gender pay gap**

Describes the extent to which women earn more per hour than men.

## **Equal pay**

Equal pay refers to our obligation to pay one employee the same as another employee for conducting the same or similar work of equal value.

## **The mean**

The mean is the average value of a population.

## **The median**

The median is the middle value of a population.

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# Foreword

## It is a year since organisations in the UK started publishing figures on the gender pay gap, and already we can see that significant progress has been made.

First, our understanding of the issue has improved enormously. Now that we have proper data across the economy, we can see where problems really lie, instead of making educated guesses based on partial information and anecdote.

For example, we have seen that the most stubborn cause of the pay gap is the fact that hourly wages tend to stagnate when people – mostly women – move from full-time to part-time work. This is because part-time workers are not taken as seriously as full-time workers when it comes to defining roles properly and supporting career progression.

We have also seen how the gender stereotyping of roles from a very early age affects later pay disparities. There is a societal need to remove gender stereotypical educational choices that reduce later career options. The Chartered Insurance Institute's (CII) Discover programme provides an opportunity to raise the profile of our profession and to encourage both girls and boys to consider the varied roles in our profession. We also have a role to play to breakdown the stereotypes and to start hiring on potential. The CII's Insuring Women's Futures programme is working with the profession and societal bodies to develop proposals to improve women's financial resilience.

Now that we understand these key underlying causes, we can select the right tools to tackle them. For example, we know how to re-evaluate roles to address the historic unfairness towards part-time workers; we know how to train managers to recognise and overcome the unconscious biases that mean part-time work is underrated; and we know how to encourage social networks both within and outside our own organisations to support people as they take on more responsibility.

I am very proud that the CII has reduced its own gender pay gap in the last 12 months. I know that we cannot be complacent, that we will always have to be vigilant against bias and unfairness, but I am also confident that we have the insights and the methods at our disposal to make progress.

I know what the insurance profession can achieve when it has a clear target and a reliable method for measuring progress. I look forward to seeing many firms in our profession making progress in narrowing the gender pay gap.



**Sian Fisher**, ACII, Chartered Insurer  
CEO The Chartered Insurance Institute



# Chartered Insurance Institute 2018 gender pay gap

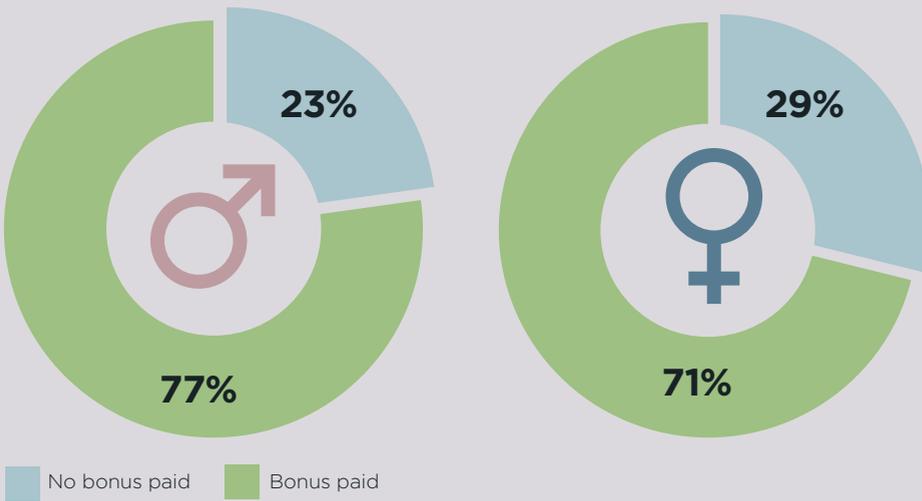
## Overall workforce composition



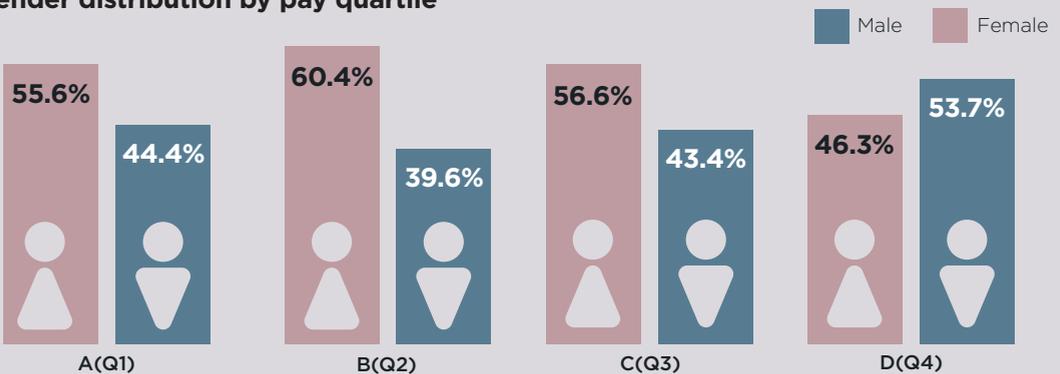
## Pay gaps

	Pay Gap	Bonus Gap
Mean	16.64%	33.14%
Median	5.65%	4.27%

## Bonus participation



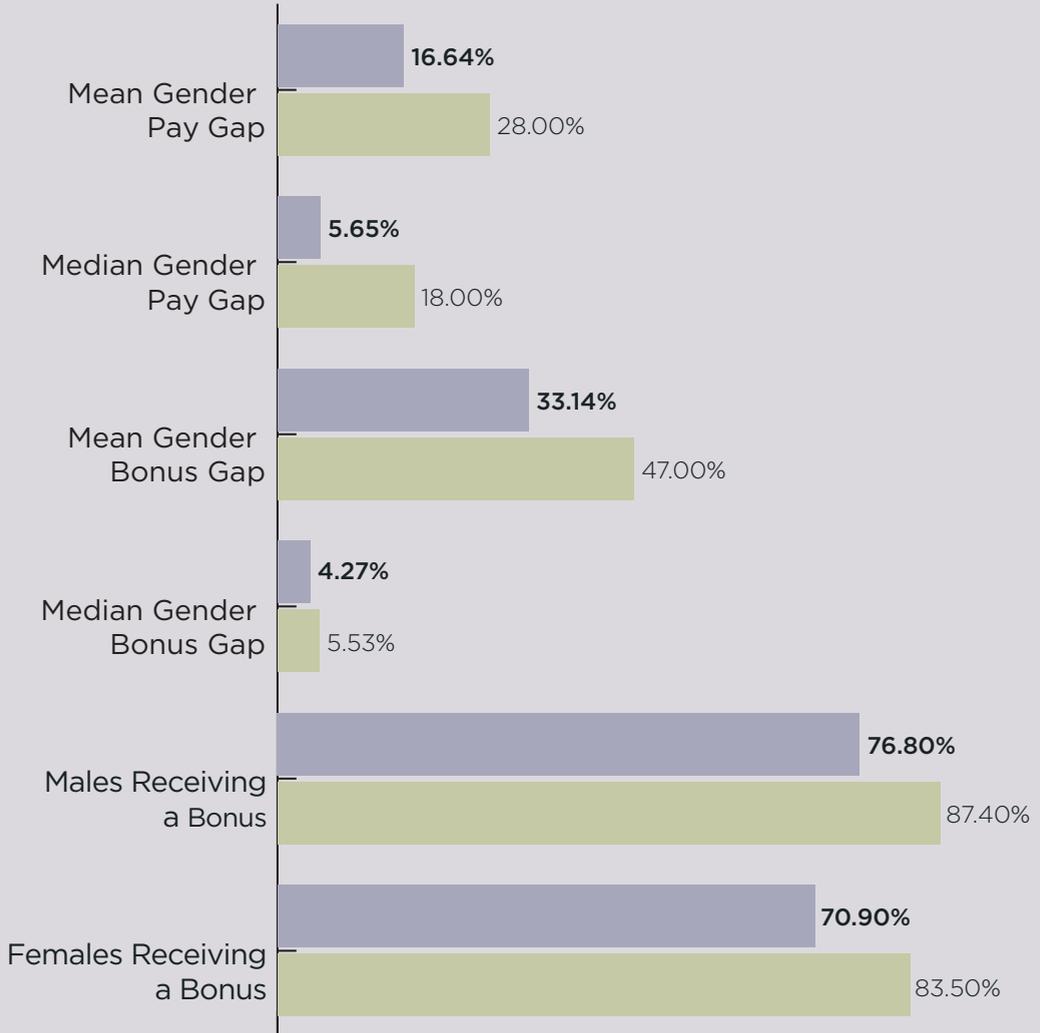
## Gender distribution by pay quartile



# Year-on-year comparison

(data as at 5 April 2017 and 2018)

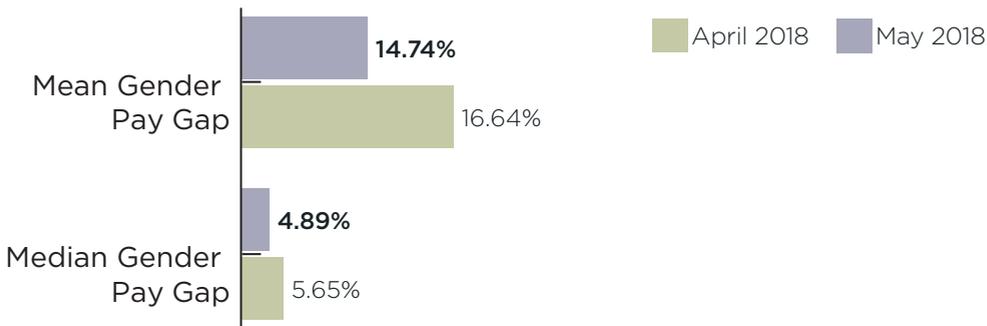
2018 2017



# Progress in closing the gap – beyond April 2018

Following five new hires just after the snapshot date of 5 April 2018, we have calculated our gender pay gap again to show the movement going into the 2018/2019 reporting year. There are also indications that the bonus gap will reduce in the 2019 calculations, despite the bonus being restricted to a smaller group of senior colleagues.

The table below shows the further movement in the metrics with these five employees included. Please note that these additional calculations are provided for indicative purposes only and the actual figures for the April 2019 snapshot date will be calculated based on the payroll file for that month.



## Summary

- The pay differences are just below the national mean of 17.4% and well below the national median of 18.4% as reported by the Office of National Statistics in 2017, and below the insurance and personal finance profession.
- A deep dive of the data shows that the pay gap becomes more pronounced for older colleagues, aged 40 and over. For colleagues below 40 the gap is in fact in favour of females. When considering whether age has a bearing on the gender pay gap, there is no significant statistical evidence to suggest that the widening of the pay gap is the product of age. It is simply a case that more senior CII colleagues are, on average, older. We conclude that while older age and longer service correlate with a slightly wider gap, they are not causal factors.
- When considering whether length of service has a bearing on the gender pay gap, there is no significant statistical evidence to suggest that the widening of the pay gap emerges from the longevity of service of men compared to women.
- Whilst there are several female colleagues in senior positions, particularly noting that the CEO is female, there are still only 6% of our female colleagues in executive and senior management roles, compared to 14% of our male colleagues. We also find more female colleagues in the lower job levels and pay quartiles. This is a contributory factor that is driving the overall gender pay gap in favour of males.
- Looking at the analysis by job level shows us that the gap is minimal or reverses in favour of females across all levels. The largest gap in favour of females is found at the executive management job level, which is due to the highest-paid employee in the organisation being female and falling into this category.

## Transparency and process

- We spent much of 2016 and 2017 reviewing our job roles and conducted an in-depth organisational review resulting in a clear job level, accountability and progression framework. This work has supported us with role progression and transparency.
- The introduction of agile working supporting all our colleagues as they manage work and personal priorities.
- In 2018 to date, 16% of promotions have taken place, of which 52% have been women.

## Family friendly

- The introduction of parental coaching for all colleagues as part of our family-friendly support, alongside 16 weeks full pay for all colleagues expecting. Ten colleagues have attended parental coaching this year, of which 60% women and 40% men attended.
- Our flexible working process is simple and transparent. In the past 12 months, 3% of our female colleagues applied for flexible working. We have some way to go to breakdown the stigma to encourage men to apply for flexible working.

## Work allocation

- Our focus to deliver our Strategic Manifesto resulted in the development of 15 workstreams. In 2017, 60%, and in 2018 to date, 70%, of active workstream participants were women, raising their visibility and supporting them in their development.
- Our business updates are delivered by colleagues across the organisation, empowering colleagues at all levels to present to large audiences on their area of expertise.

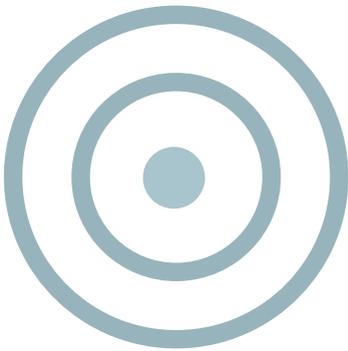
## Training and visibility

- All line managers attend compulsory unconscious bias training and inclusive leadership training, so they can understand and then manage and challenge how this might impact people in the workplace.
- We are participating in the 30% club cross-country mentoring programme, with seven women participating.
- We provide an informal mentoring and reverse mentoring programme open to all colleagues, with 5% of colleagues participating.
- We are investing in all of our people to help them reach their full potential. In 2018 so far, our colleagues have participated in 1,203 hours of learning and development. Some 57% of staff who hold a CII qualification are women, while 54% of those who are currently studying toward their CII qualifications are men.
- In 2018 to date, 18 colleagues are studying for a professional qualification – of whom 13 are women and five are men. While in 2017, 13 colleagues completed a new qualification, of whom nine are women and four are men.
- We are currently piloting our diverse talent leadership programme, an accredited programme for colleagues aspiring to be future leaders.
- We recently introduced an essential learning toolkit, a nine-month programme for our colleagues looking to enhance their core technical competencies and skills.
- We assess and review our appraisal performance ratings, enabling us to implement actions to mitigate any unconscious bias that might occur.

# Embedding our inclusive culture and values

We spent much of 2017 reviewing our values with our colleagues, and redefined these to ensure they are relevant and have meaning. So 2018 is about embedding these values, starting with recruitment; so far in 2018 50% of our roles had a gender balance throughout each stage of the process, with an average time to fill the role of seven weeks.

## Our values are:



### **we are visionary**

We lead the way by inspiring innovation.

We embrace the future without fear.

We break through barriers with creativity.



### **we seek excellence**

We are ambitious in the pursuit of our goals.

We take ownership of our objectives.

We advocate simplicity.



### **we are an open community**

We engage and communicate clearly and effectively.

We encourage and support individual opinion and dialogue.

We champion inclusion, respect and trust.

# Chief executive officer pay ratio

Whilst the CEO pay ratio is not yet a requirement to report on, we are keen to lead the way on transparency and equity. This metric looks at the pay for the CEO compared to the organisation's other staff.

The method we have used takes the total cash paid to the CEO, which includes basic salary and bonus, and compares this to the total cash paid to the median employee. We identified the median employee by taking the total cash figures for all employees and putting them in order and taking the middle employee. Note that we have not included pension contributions in this calculation.

The CEO pay ratio at the CII has been calculated to be 9.79, meaning that for every £1 the median employee is paid, the CEO receives £9.79.

Currently, there is no meaningful data to benchmark against this as only FTSE companies report on this metric and the data illustrates a 100:1 ratio in some cases.

# Appendix

## Call to action:

Without downplaying the urgency of addressing inequality, the pay gap itself cannot be fixed overnight. We must develop good practice in the tools and methods that are effective in addressing the root causes of the gap, and we can start that now.

Many companies already have programmes in place with specific accountability and measurement to achieve a step-change in the causes of the gap. The CII will continue to identify and collate good practice for the benefit of the profession and for society as a whole. In order to address the root causes of the pay gap, we need to attract more women into the profession, then encourage, empower and develop them to achieve their full potential.

There are actions we can all take – whether we manage a team, an organisation or just our own career – to begin addressing the causes of the gap.

## Managers

1. Help break down the concept of male and female roles by challenging the long list of candidates during the recruitment process.
2. Support agile working by focusing on output, not presentism, and trust your colleagues to deliver while balancing their work with personal life responsibilities.
3. Encourage your female colleagues to actively contribute or participate in stretch projects and activities.
4. Sponsor your talented colleagues: invite them to high-profile meetings and networking events.
5. Consider who you typically allocate to – do men routinely get the bigger stretch tasks, and if so, keep asking yourself: why? Allocate on potential.

## Non-managers

1. Put your hand up to get involved in stretch work – don't accept the 'no'.
2. Ask for a mentor and be clear on your learning outcomes.
3. Ask to attend leadership training.
4. Ask for support in developing your career, for example with professional qualifications.
5. Attend events, meetings and networking opportunities.



# Case study: **Karen Washburn**

## IT Service Delivery Manager



### **Describe what you do?**

I am responsible for all aspects of the business-as-usual work for technology. This includes matrix management of other team members, as well as hardware, suppliers, licences and budgets. I directly manage three teams and project-manage their efforts. To support the safety and security of our systems, I carry out audits of systems access and licence compliance.

To improve service to our colleagues, I perform weekly reviews of open tickets, ensuring progress; manage service improvement initiatives; run drop-in sessions and training; all while collaborating in – and seeking permanent solutions for – recurring issues.

### **How has your role evolved and developed?**

While my role has been similar in my last three positions, the types and sizes of the companies, as well as the industries, have been different, and each company has had unique challenges. This was deliberate as I wanted exposure to varied environments and to gain experience. After my son started school, I re-entered the workforce as a secretary and progressed to become an admin manager. I did not actively seek to move into IT but wanted to move into senior management and applied for an IT position with a large government IT outsourcing company, and the rest is history.

Service improvement and customer service is my passion; I want to make a difference. I joined the Chartered Management Institute to network and obtain access to member information, and embarked on an ambitious training programme starting in 2005. I now have more than 15 professional qualifications, including:

- ITIL Expert (IT Infrastructure Library Best Practice)
- Prince 2 Practitioner
- Agile Scrum Master
- Manager of Risk (MoR)
- Diploma in Change Management

I attend conferences, exhibitions and webinars to stay current and gain from others' experiences.

My roles evolved from administration and managing a small team to managing large teams of 50+ as a service delivery manager, through learning, taking on additional responsibilities and networking (to raise my profile), being involved in larger company-wide projects, as well as coming up with ideas for improvements and presenting these to the senior management team. I endeavour to upskill and develop my teams, and listen to my customers – there is no point delivering improvements that benefit no one or bring about change for the sake of change.

I welcome and embrace change, which was at first difficult, but now is a matter of course in today's modern businesses.

### **How is the CII supporting your career development?**

The Chartered Insurance Institute (CII) supports my career development by encouraging continued learning, allowing me time to study and paying for certificates. There is a wide range of e-learning available, which is my preferred method of learning.

They allow me to get involved outside of my department and I have a formal mentor who is helping my aspiration to move to director level.

I seek feedback from everyone, which again is encouraged and helps me to resolve weaknesses. For example, my writing style is often wordy so I am attending a course to increase my skills in this area, as agreed in my re-engagement conversation.

I am actively encouraged to attend workshops, exhibitions and webinars to stay current and investigate ideas for improvements or technical changes, and to collaborate with colleagues and utilise all my skills.

My manager actively encourages ideas for improvements and helps me understand some of the

history about why some things are the way they are.

I have access to expert colleagues who are willing to listen, assist and guide me.

### **What advice would you give other colleagues?**

Never stop learning. Ask to be involved with things that may not be in your area, but which will be of interest and where you feel you can add value.

Be honest; if you do not know how to do something, ask – that is one way of learning. No one person can know everything, and there is expertise in your network – online and outside of your team. Learn to say if you cannot do something in the timescales requested, but say when you can get something done by. Use your diary and tasks to stay organised and make sure you do what you say you will do, when you said you will do it.

Welcome change – 99 times out of 100 if you are involved, positive and brave in sharing your opinions, you can use your influence to ensure benefits to your organisation, team or role.

### **What actions did you take to develop your career?**

Learning, learning, learning – in work time (if agreed) and in my own time. I asked lots of questions, sought feedback from my line manager and others, which helped to identify behaviours or skills I needed to develop and affirmed what I did well. No one is an island – we all have a basic need for feedback, the key is to take ownership of shortcomings and do something about them.

I am willing to take on extra responsibilities and tasks. I have a formal mentor and am a trained coach. When I find myself unsure, I revert to coaching questions to draw out information and talk through things with others.

Remember that no idea is a silly idea (but it is better to provide empirical evidence to back up your ideas). I learnt to embrace change by getting involved and trying to see the positives. In some cases, it is 'change or go bust' for organisations and the only constant thing in life is change.

Endeavour to treat everyone the way you would want to be treated, and act respectfully, transparently and honestly.

Maintain a good sense of humour; everyone is different and has different ways of speaking and writing. I adjusted my styles to situations, developed a thicker skin and learned not take things personally. Additionally, everyone works a slightly different way; I prefer to do tasks as soon as they are assigned to me and others prefer to do them the day they are due. I adjust styles and communications as needed to overcome the negative implications of these differences and embrace the fact we are all different.

I was brave. I challenged 'the way it is' and gave suggestions for improvement and asked a lot of 'why?'-type questions. I accepted advice from others.

I accepted that I am a woman in a male-dominated area of business. I got qualified to be taken more seriously, and engage at as many levels of the business as I can.

I always try to be positive and helpful and found I was asked to work on more and more diverse and interesting projects, including company-wide initiatives.

I recognise I cannot know everything, and use the resources available to find the information I need.

# Case study: Nicola Mellor

## Qualifications Director



### **Describe what you do?**

I am the qualifications director at the Chartered Insurance Institute (CII). This means that I oversee which qualifications we offer, how they work and our processes of review and improvement.

### **How has your role evolved and developed?**

I arrived at the CII to lead qualification development for the life and pensions sector but gradually took on additional sector areas and tasks. This variation from my core role gave me ways to use skills and experience from earlier roles, particularly in supporting the management of our regulatory compliance, and gain greater understanding of the organisation. A restructure of the team then provided the opportunity to take on a wider senior role that reflected my prior experience and my knowledge of different areas of the business.

### **How is the CII supporting your career development?**

I was supported from the outset in developing knowledge of the sector, which was one of the key things that attracted me to working at the CII. As an organisation committed to supporting professional standards through education, there were insurance and financial services e-learning courses as an induction and full access to a huge range of e-learning, training, qualifications and member resources to supplement this each year.

Last year, I completed a graduate qualification relating to my technical specialism (assessment) that the CII supported financially and with study leave.

During the last year, I have also benefited from reverse mentoring in an internal scheme and a mentor outside the organisation as part of an external scheme. Both have been very beneficial.

Aside from the learning and development opportunities, the CII has also supported me by making me feel enabled to take ownership of my area of work and participate in wider strategies.

### **What advice would you give other colleagues?**

1. Plan in development time into your calendar. It is not slacking to take an hour out to focus on learning something that deepens an area of skills or sector understanding or gives you new insights.
2. Getting insights by speaking to different people is critical to development too, so seek out and make the most of mentoring schemes, networks and catching up with colleagues.
3. Varying tasks to include something new in your role is a good way of preparing for future roles but this does not always happen automatically, so volunteer for a project, contribute an idea and offer to explore it, or ask what else you could try alongside your core role.
4. Everything in moderation – this does not mean working all the hours to fit in the main role and several extras. Tailor your additional activities to your priorities and your wellbeing.

### **What actions did you take to develop your career?**

Both at the CII and earlier in my career I have kept an eye on the horizon to predict which areas of expertise were likely to be needed in my role and roles that I aspired to. I found social media networks and sector publications excellent for this, as well as job alerts for roles I thought I might aim for in several years – an excellent source of information on skills and experience to grow.

My development has then addressed skills or knowledge gaps for both current and potential future roles. Even where I have ultimately gone in a different direction in my career, the aspirational learning has benefited my performance in the role I was in, helped with confidence in trying new things and given me a different perspective.

Given that I started my career aiming to be a lecturer in Classics and now oversee insurance and financial planning qualifications, there have been some twists and turns. However, I have no regrets and not one experience feels wasted.

# Case study: **Richard Owen**

Corporate Online Learning Director



### **Describe what you do?**

I am responsible for the Chartered Insurance Institute's (CII) online Assess products, which cover regulation, general insurance, wealth management, pensions, protection and mortgages. I lead a multi-skilled team, made up of product development, subject matter experts, technical LMS specialists and online editors. I also manage several suppliers that are critical to the success of the product. Our market is predominately corporate, and the products are used by approximately 100,000 learners worldwide.

### **How has your role evolved and developed?**

Initially my job title was product development manager, although the role was pretty much 100% product management. I managed two products, Broker and Insurance Assess, and had no direct reports. My time was primarily taken up with content maintenance, with little budget to develop the product. I was tasked with pulling together a business plan to develop a product that was fit for today's market. The role now became more about product development centred around both content and platform. At this time, I also inherited two direct reports and as the new product was launched the team also grew to five in total. The role was now balanced between product management and development. Two years ago, I was asked to manage two additional products, Financial and Mortgage Assess, and these were successfully integrated into the wider Assess product range. Today, there are 10 of us in the team, which has allowed us to expand our products to include apps and games. My role now is

very different to the one I took on when I joined the CII just over five years ago, albeit within the same product environment. I need to be far more commercially aware, aligning product development to company strategy, with a heavy focus on delivering strong margins, and able to respond to market needs as the industry become more heavily regulated.

### **How is the CII supporting your career development?**

I am fortunate to work for a manager who fully supports me, giving me as little or as much guidance as I need. I am encouraged to be creative and to make decisions around the direction of the products I look after without being curtailed by micromanagement. Opportunities are regularly placed in front of me to grow and develop personally, and I can honestly say that I have never felt as if I am treading water. The environment that exists today at the CII is one that encourages individuals to 'go for it' and it is fair to say that my career has benefited from that.

### **What advice would you give other colleagues?**

In my opinion, an individual needs to take some responsibility for their career development. The relationship with your manager is critical to your success and development. It is not the sole responsibility of your manager to constantly think about your opportunities or progression, it is a joint commitment. It is an obvious fact of life that some managers are better and more supportive than others, so learning to manage upwards is a skill that can be useful; so, you arrange one-to-ones, you set the agenda, and talk about your work; do not just turn up

and listen to their agenda. It is great to be ambitious, but you also need to demonstrate that you are capable of working at a higher level; actions rather than words are far more likely to get you results. Try to be seen as a positive influence, whatever task you take on, looking for improvements, delivering efficiencies or being on time with deliverables. Finally, do not just turn up and do your job the same way as you did last week or the week before; try and evolve it, make improvements and let your manager know you have.

### **What actions did you take to develop your career?**

I have always been reasonably ambitious and have looked to work for companies that support and promote staff from within the organisation. I look around the CII and I see strong evidence of that at every level. I have always tried to make a difference, rather than just turn up and go through the motions. I believe that the ambitions I have for myself are intrinsically linked to the ambitions I have for the products I manage. Demonstrate success there and you are halfway to having a successful career. You need an experienced mentor and I am fortunate I have one in a good friend of mine, who gives me great advice. His mantra, which has always stood me in good stead, is:

- Take care of the basics, like budgets and admin
- Become the expert at what you do
- Make a difference
- Always have a short- and medium-term plan
- Take calculated risks
- Be aware of your weaknesses

- Do not always bring problems to your boss, but know when to
- Understand you cannot go it alone.

In a nutshell this is how I do my job, and as such it has helped me develop my career.

# Case study: **Sultana Miah**

## Programme Editor



### **Describe what you do?**

As programme editor within the Chartered Insurance Institute (CII) publishing team, my role involves planning and implementing the content development and update programme, which is focused on student learning. This mainly consists of producing study materials for anyone wishing to complete a CII qualification.

The role combines project, operational and line management responsibilities, and I work closely with colleagues from many areas of the organisation.

I also maintain relationships with industry practitioners within insurance and financial services, ranging from students undertaking our qualifications to

subject experts contributing to our learning content.

### **How has your role evolved and developed?**

I initially joined the CII as an editorial assistant. I then progressed onto becoming a courseware editor before moving onto my current position as a programme editor. My role has evolved to reflect my increasing technical knowledge (gained through qualifications and internal support and development), as well as a growing range of responsibilities.

As I progressed from editorial assistant to editor, I was naturally expected to become more independent and autonomous

when it came to making decisions about my own projects. However, the biggest change took place when I became programme editor and subsequently took on line management responsibility for the first time. This saw me move on from managing my own projects to helping to manage and deliver an entire programme, while learning to delegate and develop others.

As a result of formal progression and greater independence, I have never felt that my career was in danger of stagnating at the CII. I have been given opportunities within a team that continues to evolve in order to meet the changing needs of our stakeholders, especially our students.

### **How is the CII supporting your career development?**

During the years I have worked at the CII, I have benefited from various learning and development opportunities, which have helped me develop as an editor, a project manager and, more recently, a line manager.

Although I had always wanted to work in publishing, I had very little practical experience of editing and editorial project management when I joined the CII. The organisation was able to offer me relevant courses and I developed the skills needed to become a full-time editor and manage my projects independently – subsequently leading to further opportunities. This also included completing a CII qualification.

I have always appreciated the CII's focus on learning and development and it is clear that there is now more emphasis on promoting development and progression opportunities within the organisation, including guidance on work and personal branding.

Having taken on line management responsibilities only last year, I am currently looking to build on my leadership skills. I am confident that an upcoming development programme will equip me with the skills needed to become a more effective leader, and I understand there are similar programmes being offered to staff with different development needs.

### **What advice would you give other colleagues?**

Get involved with CII-wide activities that take you out of your comfort zone. These help you to not only gain skills valuable to your current (or desired) role but also to meet and build relationships with

people you may not work with on a daily basis. This, in turn, helps you to gain more exposure within the wider organisation.

Take advantage of the learning and development opportunities on offer and think carefully about what you can benefit from, not only in terms of developing within your current role but for any progression opportunities within the CII.

I have also found the CII's Knowledge Framework very useful when it comes to assessing areas of development, and it can be used effectively to progress your career.

### **What actions did you take to develop your career?**

I have followed a 'dual' approach to my personal development – taking on more responsibility within my team and benefiting from learning and development opportunities outside of my day-to-day role.

This has included meeting (and aiming to exceed) my personal objectives, which has helped me gain trust from other members of my team and the wider organisation. This has then given me the opportunity to manage projects and people independently.

As my advice to others shows, I feel it is important to have a proactive attitude when it comes to learning and development. I have worked closely with my manager to identify how I can build on my current skills and experience – this has sometimes meant completing professional qualifications but also getting involved in more informal ways (either through workshops or other activities to gain soft skills).

# Case study: **Joel Sugrue**

Assessment Co-ordinator



## **Describe what you do?**

I began working in the examinations department at the Chartered Insurance Institute (CII) in 2015, joining a team that focuses on the configuration, operation and development of learning management systems used by our members.

These systems are used to deliver learning and assessment solutions that see thousands of users accessing content daily, using practice exams, submitting assignments – a huge number of things.

My role borders several areas of expertise: educational assessment, information technology and business intelligence. Data from these systems is combined to provide insight into the department's resourcing, future planning and ways to optimise current processes – and the technology to support it all.

## **How has your role evolved and developed?**

When I started, my role initially focused on the transition from exam-based assessment to coursework, while ensuring their smooth running and that robust processes and procedures were implemented. Exams traditionally were held twice a year in physical centres, while coursework has adapted to the technological age, offering an 'anytime anywhere' approach.

As time has progressed and the coursework model has proved successful, I've been able to refocus priorities towards adding value in other areas. My attention shifted towards providing insight into the running of the coursework units, providing business intelligence to those directly involved in the evolution of the coursework model.

As I've proven my reliability over time, my responsibilities have grown. This has led to opportunities to be involved in projects spanning beyond my department, into the worlds of finance, marketing and IT. As my understanding of the CII's vision has grown, so has my impact on the work I undertake, creating a feedback loop where I'm able to constantly learn on the job, increasing my skillset, while incorporating what I've learnt into my work.

### **How is the CII supporting your career development?**

Since day one, I've had immense support from the CII, with special mention to my team and my manager. Significant effort was made by the CII to allow me to work in projects that reflected my strengths and interests, such as: developing new data solutions, creating management reporting models, systems testing, and advising stakeholders on assessment-based data.

Much of the specialised project work came about after I had a firm grasp of the basics. Supervision and quality assurance checks were vital to ensure my development was positive and that I learnt from my mistakes, rather than repeating them.

During my first couple of months, I was able to attend courses and training workshops that would benefit not just the CII, but also myself. The CII is an investor in people - there's an open understanding that people need the right resources to do the right job and if there was a skill that was beneficial to better working practices, then myself and others were encouraged to apply to participate.

As time progressed, greater flexibility was granted to find

areas to add value. There was a lot of management information related to exams but not to coursework, due to its infant stage. While maintaining my regular work, I was encouraged to develop new ways of monitoring various coursework metrics that could be used to iteratively improve the coursework units, including the syllabuses, procedures, marking and driving evidence-based practices. Again, I was encouraged to research alternative ways to reach my goals, to think outside the box and not be confined to antiquated processes. There is notable effort from the CII to innovate and to be leaders in the way we work.

### **What advice would you give other colleagues?**

I believe the ability to excel in any environment, private or personal, starts with you and the attitude you take to the opportunities and challenges you face. My early days at the CII were spent building relationships and trust with those nearest to me; the opportunities came once I was able to prove my worth and reliability.

The CII has been such a strong support network, offering great learning and development, but I wouldn't be where I am now if I didn't have personal drive, determination and an eye for detail.

I would suggest finding a way to add personal touches to your work or find a way to incorporate your interests into your work. For me, this was emphasising the use of improved analytics to evolve the way we work, moving from intuitive-based approaches to empirical evidence driving change.

### **What actions did you take to develop your career?**

Daily, I keep an open mind about new technologies and I try to say yes to as many opportunities as possible. I have sight of my career path, but also, I'm not so inflexible to it that I can't adapt to incoming changes and unexpected opportunities.

I've done my best to learn from my mistakes and will continue to do so. In the past I've made goals, which have been often neglected; I've learnt new skills, which also can go unused and forgotten after a length of time; and I've forged relationships, that can also fade away. What works will always vary from person to person. Personally, and more recently, what I've found most promising is keeping part of my mind focused on the present, and another focused on the future. Understanding why we do things is crucial for a successful business, but without creativity and innovation driving change, the potential to become irrelevant increases each day.

During the past three years, I've felt more comfortable and valued in this workplace than in any before. This has given me the confidence to try new things, be it learning soft or hard skills, or speaking up in a room full of people more senior than myself. The workplace is a great enabler but the change needs to spark in yourself first - a reason to want to improve yourself and your situation is pertinent to your workplace seeing you as a good bet. Your place of work might not always see this immediately, but if you have the self-determination to improve your situation, then it's only a matter of time before you find a place you're comfortable with.

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