HR Excellence in Research: Two Year Internal Review Updated Action Plan - September 2016

1.   Actions Related to Recruitment & Selection and Recognition & Value (Concordat Principles 1 & 2)

1. *Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.*
2. *Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.*

2014 Actions	Lead		2016 Progress
Establish a dedicated Relocation Support Service in 2015 to provide assistance to new members of staff, including research staff and their families when relocating to Edinburgh to make the transition and settlement easier. This will include UKBA advice, information and links to relevant information.	UHRS	1a	**Complete** The Relocation Support Service is now established and a supporting website is up and running. http://edin.ac/1S7y0Iv The University also provides assistance to new members of staff, and their partners, through career support and relocation logistics: • Robinsons – The University have partnered with Robinsons, one of the largest independent relocation solution providers in Europe • NewFuture.me – The University has engaged newfuture.me, a specialist supplier, to provide career support and coaching to partners of our relocating employees The University's relocation support service does not provide UKVI advice, University HR Services have instead dedicated a resource (HR Partner- Compliance) to support Immigration and compliance. The University will only give advice about applying for Tier 2 visa. Out with this, individuals have to apply to UKVI themselves.
Develop exemplars of practice in teaching, research, interdisciplinary research and public engagement to highlight differing routes to reward, recognition and promotion. This will be an incremental project delivering throughout 2015 and 2016.	UHRS with colleagues from around the University	1b	**Complete and Ongoing** The following three Exemplars of Excellence have now been published: 1. Exemplars of Excellence in Student Education: This relates directly to the Teaching sections of the Grades Profiles levels 9 and 10 2. Exemplars of Excellence in Knowledge Exchange: This is to assist with evidencing Knowledge Exchange aspects of a promotions case 3. Guidance on Interdisciplinarity: guidance on the consideration of Interdisciplinarity in promotions processes These are available for use on the following webpage: http://edin.ac/1S7zbrx This will continue to be monitored, reviewing regularly how these are integrated and embedded into processes.

Continue to push the importance of effective appraisals with managers and monitor uptake for all staff. Review numbers of staff receiving regular annual reviews with an aim to increase numbers above the national average for PIs and Research staff as measured by CROS and PIRLS in 2015.	UHRS with IAD	1c	**Complete and Ongoing** The focus on review completion and reporting to Court has achieved significant improvement in the completion rate and this drive has cascaded through Colleges, Schools and departments. Improvements between 2013/14 and 2014/15 are as follows: • College of Arts, Humanities and Social Sciences: 91.17% to 95.68% • College of Medicine and Veterinary Medicine: 94.23% to 93.13% (increase of 17.23% from the year before) • College of Science and Engineering: 86.35% to 91.61% • Corporate Services Group: 93.53% to 98.70% • Information Services Group: 100% to 99.68% (increase of 9% the year before) • University Secretary's Group: 100% to 100% It is an ongoing University expectation that people will have an appraisal and the monitoring of this will continue. Appraisals are covered in the 'PI Briefing Managing Your Research Group' workshop run in the College of Medicine and Veterinary Medicine where developing an understanding of University policy in recruitment, management and appraisal is part of course content. In addition to this, the 2015 CROS and PIRLS results also showed a significant improvement in appraisals, with: 75% of CROS respondents reporting they have had been appraised in the last two years, compared to 59% in 2013 and 53% in 2011. The response rate for CROS was also higher than the national average of 67%. 96% of PIRLS respondents participated in appraisal in the last two years compared to 84% in 2013 and 73% in 2011 and again higher than the national average of 89%.
Promote best practice in appraisal by encouraging uptake on the online Appraisal Training Workshop and through best practice training courses for PIs. Aim to show improvement in the satisfaction with appraisals as measured by CROS in 2015.	UHRS with IAD	1d	**Complete** To date over 1500 staff have accessed this module and this will continue to be monitored, as part of our ongoing quality assurance programme, to review uptake. There are also a number of face to face workshops that are run to allow further exploration of annual review areas – Allocating, Monitoring and Supporting Work,

			Annual Review Skills, Developing Your People, Giving Effective Feedback, Setting Effective Objectives. Improvement in satisfaction with appraisals was reported in the 2015 CROS results, with 64% of respondents rating the usefulness of staff appraisal review/appraisal scheme 'Very Useful / Useful', an increase from 2013, where the response was 44%.
Review appraisal documentation across the University, identify differences in forms and terminology and ensure all areas are compliant with best practice.	UHRS and College HR teams	1e	**Complete** This was completed through Phase 1 of the Annual Review Project. This project looked at consistency and fairness of practice for Annual Review across the University. This project has now completed and the University now has: • High completion rates for Annual Review across academic and professional services • A clearly defined Annual Review population, and clarity of links between Annual Review and other review types • A suite of training to support managers and staff in participating in Annual Review • Examples of good practice in relation to development forms and guidance • Clear principles and policy statement to guide Annual Reviews • Guidance for Annual Reviews for atypical employees • Updated Annual Review webpages – which include Appraisal Forms. These are not University wide forms, as there are so many different needs across the University, but more of a good practice form for Colleges/Schools to amend for their own use. The University has also invested in an online toolkit which has a number of resources to enable all staff, particularly those in leadership and management roles, to quickly find relevant information and practical advice to help them deal with different situations they may be facing in the workplace. Resources on appraisals is part of this resource.
Review and revise the Code or Practice for the Management of Research Staff by spring 2015 to include changes in policy and practice, align with the People Strategy and promote awareness of the HR Excellence in Research Badge. Hold a launch event for key	IAD	1f	**Completed and Continuing** This University document has now been updated by the IAD in consultation with Research Staff Societies, the Assistant Principal Researcher Development and Vice-Principal People and Culture, along with colleagues in UHRS and Careers, and is

stakeholders and research staff society convenors to highlight the changes in 2015. Circulate the new document to both research staff and their managers through training courses, inductions and research staff societies.			now referred to as 'The Code of Practice for the Management and Career Development of Research Staff' (www.ed.ac.uk/iad/research-staff-code-of-practice) The 20-page document has been reduced to 12-pages and the content has been refreshed and restructured to include updated policies, regulations and procedures (internal and external) and re-structured into themes that reflect the key stages for a new member of research staff and their manager. Plans for dissemination were approved at REC and the Code of Practice document has been sent to Research Staff Societies, Directors of Research and the Research Policy Group.
Update quick guide to the Code or Practice for the Management of Research Staff by spring 2015 to ensure it aligns with the overarching document. Use this to highlight changes in policy to Heads of School and College and senior managers around the University. Include the quick guide in course handbooks for PI and research staff training.	IAD	1g	**Completed** The Code of Practice is now shorter and more succinct and therefore the need for a 'quick guide' is no longer required. The main document will be distributed around Schools and Colleges and senior managers, and is available online and signposted to in various marketing materials. Since April 2016, the document has been accessed 113 times on our website. The handbook for PI and research staff training has been updated to reflect the new document.
Continue to review and monitor effectiveness of eRecruitment system, adding minor enhancements as required and review in 2016.	UHRS	1h	**Completed** The University is in the process of upgrading the eRecruitment system to the latest release (v21), which will be released to users by October 2016. Whilst this is principally a technical project we have engaged with stakeholders via user groups to ensure that our approach recognises the needs of all types of user. This is also with a view to making sure we work closely with people who can test that the system continues to deliver the functionality needed by the business.
In the longer term (beyond 2016) undertake a review of our advertising strategy including harnessing Euraxess advertising routes effectively; utilising social media and promoting the HR Excellence in Research Award when recruiting researchers. Aim to have greater awareness of the HR Excellence Badge, the Concordat and the Code of Practice by new staff, measured via CROS (2017)	UHRS with the IAD	1i	**Ongoing** Looking at advertising routes for best and most appropriate means. This is in the initial stages and will be an ongoing process. CROS 2015 results indicate that awareness of the HR Excellence in Research Award has remained consistent at 69% and the Concordat increased in awareness to 66%. These figures will be used as a comparison against the CROS 2017 survey results.

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Examples of continuing actions (now part of regular business)	Date	Lead
The Code of Practice document and webpage will be checked in September 2016, for the start of academic year 16/17 and subsequently at the same time in future years, to ensure content is relevant and up to date. The document will also be reviewed alongside the updated University Strategic Plan 2016-21 and against all other relevant University initiatives when necessary, such as the HR Excellence in Research Award and Athena SWAN. An institutional question on awareness of the CoP in Edinburgh will be included in the 2017 CROS & PIRLS surveys. **Success Measure**: Increased awareness via CROS & PIRLS institutional question, with 50% of respondents stating they know about it.	Ongoing	IAD

Actions 2016 – 2018	Date	Lead
Phase 2 of the Annual Review project began in Spring 2016, the project is supporting Quality Conversations in Annual Review and will complete in September 2016. Staff within the University of Edinburgh will have access to a set of indicators for quality checking annual review conversations based on the agreed principles; which will be published on the University website. Aim to trial and embed the tools in 3 pilot areas November 2016. Post pilot the process will be evaluated and roll out to interested areas of the University will begin in August 2017. **Success Measure**: Numbers of departments implementing a cascade model, referrals to HR for annual review support increasing, and requests for L&D interventions around Annual Review increasing. Increase the annual review completion to a 98% average across all College and Support Groups. In addition respondents of CROS and PIRLS to report appraisals with 85% and 98% of respondents reporting they have had an appraisal respectively. This will be evaluated in June 2018.	June 2018	UHRS
New procedural guidance will be created with respect to annual reviews to ensure alignment of strategic plans to individual performance objectives and to ensure a more coordinated approach within a School/Department whereby reviewers have all the required information to carry out a quality annual review conversation, as per the agreed principles. The guidance will be available by the start of the review period starting 1st August 2016. Post pilot the process will be evaluated and roll out to interested areas of the University will begin in August 2017. **Success Measure**: Increase in numbers of departments implementing a cascade model, and qualitative reports of clearer line of sight between University strategy and Annual Review. This will be evaluated in June 2018.	June 2018	UHRS
A set of appropriate resources will be made available through HR to support Departments/Schools to improve the quality of annual review conversations where they fall short of the required standard. Materials will be available from end September 2016 and will be embedded with monitoring of use and update throughout 2016/17. **Success Measure:** Increase in number of departments/staff accessing resources and reporting these as useful through evaluation.	August 2017	UHRS

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2. **Actions Related to Support and Career Development (Concordat Principles 3 & 4)**

   3. *Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.*
   4. *The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.*

2014 Actions	Lead		2016 Progress
Continue to develop our overarching CPD framework for learning and teaching. This includes enhanced support for those who take on Tutoring and Demonstrating roles	IAD	2a	**Complete and Continuing** The IAD has worked with key stakeholders across the University to develop a coherent overarching framework for CPD for L&T, mapped against the UK Professional Standards Framework. http://edin.ac/1S0zDCz. Through this framework people can gain different levels of Fellowship of the HEA. This work is progressing well according to the timescales agreed with Senatus Learning and Teaching Committee. Feedback on the new elements of the framework from participants have been positive and an external evaluation of one of the elements suggested that it was having meaningful impact on participants' teaching practice.
Enhance one to one support for researchers in 2015 through an expansion of the mentoring pilot across the whole University and making it available to all staff	UHRS with IAD	2b	**Complete and Continuing** Mentoring Connections is open to all staff within the University, both academic and professional services, and new branding was created in Summer 2015 to help promote the scheme around the University. For the Mentoring Connections Academic scheme: • 62 partnerships were created in 2014-2015, 61 partnerships in 2015-2016 • There are currently 158 live partnerships, including the partnerships still ongoing from the pilot year • 5 training days delivered, each academic year, for both mentors and mentees • There are 24 champions across the academic schools and institutes and we have a wiki for the champions, where we share news and information • A newsletter is sent out to all mentors/mentees, 3 times a year • Currently matched mentors and mentees can get a place on a set of webinars – 'Mentor/Mentee Group Masterclass webinar'

			• A survey was sent out to current members of the scheme (currently matched/previously matched) to get feedback on the process, the sign-up form, the training, etc., to see if we can make any improvements and respond to feedback IAD and UHRS are continuing to work together to review the scheme, identify improvements and provide more support to mentors and mentees through various initiatives.
and by offering 5 coaching sessions to all participants on the 4 day Research Leaders Course for new and aspiring PIs.	IAD	2c	**Complete** The IAD gave a short pitch at the CAHSS and CSE's Research Leader Programme's and our Ingenious Women programme and 5 participants from our Research Leader Programme and 12 participants from our Ingenious Women programme received coaching from the IAD.
Show commitment to training by confirming membership of Vitae from 2015 until review point in 2017	IAD	2d	**Complete** Membership renewed until 2017. The IAD promote all Vitae resources and events to research staff and consider development events for staff supporting researchers to ensure we are always up-to-date in our knowledge and resources.
Roll out training to established PIs across all 3 Colleges in the University in order to enhance PIs understanding of recruitment, appraisal and equality and diversity best practice. Pending the review in MVM consider making this a compulsory programme for PIs with research groups of a certain size	IAD with College Deans of Research and REC	2e	**Continuing** This course continues to run in CMVM and is reviewed annually. In total 270 participants have attended the programme, since March 2014. Relevant activities and materials have been updated to reflect the updated version of our Code of Practice for the management and career development of research staff. The option for other Colleges to sit in and observe the course, with a view to running it in another College is available. A webpage has been created with information on why the course is running, what it entails and future dates: http://edin.ac/21q4DBL
The CROS 2013 survey highlighted that research staff would like additional training in research impact, supervision of students and career management. The IAD are exploring ways of improving training in these areas and highlighting existing opportunities. The	IAD	2f	**Continuing** The IAD has been active in working with schools and support services, to ensure we are providing relevant and timely training in the key areas highlighted in the CROS surveys, as areas staff would like additional support. This has been done through the following:

research staff societies have also requested a "Fellowships" course exploring how to write successful fellowship applications. Throughout 2015 the IAD will explore how to deliver this effectively as part of the core programme			The IAD continues to work with Colleges and Schools and other central services to enhance training and support available to PhD supervisors. To share good practice and ensure consistency in provision a checklist for mandatory supervisor briefings was developed and approved at REC in May 2016. There are further plans to offer optional training and support to supervisors throughout 2016/17.
			The Beltane Public Engagement Network, based at the IAD and available to all researchers at Edinburgh, have delivered courses in conjunction with the University's Research Support Office on "pathways to impact" and have also done work on the University's PGCAP on 'Building a Research Profile', which includes discussions around achieving impact. In addition to this, Beltane have also worked on the 'Excellence with Impact' competition with the School of Biology and the Roslin Institute (http://edin.ac/2aPgvuG).
			The IAD runs writing retreats on a monthly basis and now provide 'Just Write' sessions regularly to allow researchers to have the space and time allocated for writing projects. Since June 2014, the IAD have run 11 one-day writing retreats and a two-day writing retreat, with 158 participants attending. We have also run 9 'Just Write' sessions since March 2016, with 72 participants. In academic year 2015/16, the IAD has responded to requests from Schools and research clusters to facilitate research strategy away days and have since ran a Chemistry Away Day & Education Research Cluster Away Day. Feedback has been very positive and the IAD will continue to provide this service.
			The request from societies for a fellowship course is ongoing.
In summer 2016 once the University website has migrated onto a new content management system, the IAD will review the use of RDF imagery on the researcher development webpages	IAD	2g	**Complete and Continuing**
			The IAD migrated to Edweb – the University's new content management system – in October 2015.
			The IAD employed a summer intern, as part of the Employ.ed on Campus summer internship programme 2016, with their main project focusing on integrating the RDF into the IAD webpages. The Intern has now mapped all the researcher development workshops to the RDF, with a dedicated RDF page on the IAD website that has all the RDF domains, with the relevant IAD courses shown (http://edin.ac/2cDDzAE). In addition to this, a Training Needs Analysis has been produced which will allow research staff and students to complete and identify their current skillset and areas that they need to focus on.

In summer 2015 the IAD will review a small-scale pilot linking the RDF planner to the PG Certificate in Academic Practice. If the use of the planner tied to this course has proved beneficial for participants the IAD will seek funding to roll this out for all research staff and consider ways of embedding it in other training activities, such as Career Management courses and Supervisor Briefings	IAD	2h	**Complete** The IAD looked into what it could offer as RDF support for the PGCAP participants and it was felt that benefits of the planner, from the pilot, did not justify Edinburgh signing up to the RDF planner. Since then we have signposted PGCAP participants to the RDF materials available to them on the Vitae website IAD offer individual subscription support, as requested. Two postdoctoral researchers in Engineering at Edinburgh are using the RDF to prepare for their chartership application, and report that it has made the process of applying much easier. They are applying Vitae's 'Engineering lens' on the RDF to record and plan their development in the relevant areas with a view to generating a report in the end on how they have progressed.
Promote University wide roll out of the Leadership and Management Development framework	UHRS	2i	**Complete and Continuing** This tool is live on the University website and a number of areas across Professional Services have piloted this tool. The plan is to continue with marketing and communication of this tool and to see whether an academic area would be willing to pilot it. As part of the wider work looking at career progression, UHRS Learning and Development ran an event 'Understanding and preparing for academic leadership roles' in March 2016. Over 50 early career academic staff attended. This will now become part of the rolling calendar of events for staff.
In the longer term, the People Committee is considering the best ways to promote and recognise the value of international mobility, cross-cultural understanding, and multilingualism for all our staff by promoting flexible, interdisciplinary team-working, job exchanges and secondments	UHRS	2j	**Complete** People Committee is continuing to be a vital part of the streamlined Committee structure of the University and exercises strategic oversight of the University's strategy, policy and practice in relation to its people. The committee has given advice and guidance around several key issues over the past two years including academic citizenship, academic promotions, workload models, gender pay gap, enhancing teaching performance, and equality issues. The IAD provides support in interdisciplinary working through our Academic Networking Fund (http://edin.ac/1PqKcOm) which has run three times, with a fourth planned for October 2016. In total there have been 87 applications to the fund, of which 31 were successful with the IAD awarding £97,000 amount of funding.

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Examples of continuing actions (now part of regular business)	Date	Lead
Coaching will be offered to the research leader programme cohorts, this will be reviewed in Spring 2017. **Success Measure:** Interest in and uptake of available coaching places, with number of researchers offered coaching increasing by 50% by 2018.	Ongoing	UHRS & IAD
Continue to use and promote the RDF and Vitae to the academic research staff community via visual representation on the IAD website and in courses, where relevant, and support researchers who are interested in getting an individual subscription to the RDF planner. **Success Measure:** Increase in use and awareness of the RDF at Edinburgh, measured through CROS & PIRLS response to question about 'understanding of RDF' in CROS 2017, from 18% in 2015 to 25% in 2017, and web analytics.	Ongoing	IAD
Actions 2016 – 2018	**Date**	**Lead**
Plans to provide more support for mentors as part of our mentoring connections programme. We are also working on development videos, for both mentors and mentees, which cover more in-depth topics such as setting goals and objectives, ending relationships, etc. These will be available for staff use by October 2016. **Success Measure:** Increased awareness and support for mentoring and specifically what being a mentor entails, measured as part of the 12 month evaluation. Target set of having 10% of mentees from research staff.	January 2018	UHRS with IAD
UHRS Learning and Development are working on a project signposting appropriate development for academic leadership roles. This project is part of a wider programme looking at career progression. Due to complete end December 2016. **Success Measure:** Highlight and profile academic leadership roles across the University so that more staff can develop leadership skills. Evaluate impact of signposting including uptake and usage of guidance, and report of value for staff. Initial launch December 2016, initial impact evaluation June 2017. Target of increasing attendance by 10% year on year for understanding and preparing for academic leadership roles.	June 2017	UHRS
UHRS Learning and Development have developed an online toolkit (http://edin.ac/1VUnHZG). This is an online resource which enables all staff, particularly those in leadership and management roles, to quickly find relevant information and practical advice to help them deal with different situations they may be facing in the workplace. Providing support for operational performance issues, like time management, difficult conversations or effective recruitment, through to more strategic issues, like innovation, developing strategies or partnerships. The online development toolkit provides a range of resources, such as infographics, checklists, exercises, and 'how to' guides. UHRS L&D plan to map it to the Leadership and Management Development Framework in October 2016. Data will be collected to build a picture of how staff are using this resource to help to direct resources. **Success Measure:** Increasing awareness and support available for leaders and managers. Target set for 10% of staff group to access these resources each month.	October – December 2016	UHRS

5-year refresher courses will be developed for the CMVM PI Briefing course. Work will start on the format and content of the refresher courses in January 2018. **Success Measure**: Design of refresher course.	September 2018	IAD and CMVM
The IAD are working on piloting a Researcher Development brochure of the support it offers to research staff. The brochure outlines and describes the professional and personal development training and support offered by the IAD for research active staff. It also includes links to other support available, including extensive IAD support for learning and teaching roles, along with information for PhD supervisors and Principal Investigators. (http://edin.ac/2cIujeO) The IAD will monitor the requests for this brochure and any feedback in May/June 2017 to plan for the next academic year. **Success Measure:** Increased visibility and awareness of the Researcher Development Programme in Schools and Colleges, measured by web analytics and request for brochures.	June 2017	IAD
IAD and the Library Research Support in Information Services will work together to over academic year 16/17 to build on the work around PURE and ensure that all staff can use it to record information relevant to their career development and academic achievements. **Success Measure:** Increased use and support for using PURE as a recording tool.	May 2018	IAD and Library Research Support in Information Services
The Careers Service and the Institute for Academic Development have developed a new resource to showcase the academic career journey from PhD student to group leader or head of institute. The resource is a collection of video case studies from individuals at the University of Edinburgh who are at different stages of the academic career journey and across a range of disciplines. The case studies show the challenges and rewards of an academic career, and the personal qualities and experiences that can be influential in helping individuals to progress an academic career. In addition, the videos demonstrate the type of support provided by PhD supervisors, research group leaders, and other academic colleagues that has helped the individuals progress their academic career. The Careers Service and IAD will promote these to postgraduate taught, doctoral and academic staff in academic year 16/17 and will consider including more. **Success Measure:** Review impact of resource via the feedback option on the webpage: www.ed.ac.uk/careers/academic-careers-edinburgh and increase text based case studies by 50%, with a focus on CAHSS	January 2018	IAD with Careers
The Career Development support on offer from the IAD and Careers was reviewed in April 2016, in response to the CROS survey where 56% said they wanted more training in career management. The outcome is career management workshop support has been expanded, with new workshops added, and that support is being open up to a wider researcher audience. Career development consultations and other careers support will now be open to academic research-only staff and early career academic teaching staff. **Success Measure:** Career development support will be monitored and reviewed in April 2017, this will be done by looking at feedback, ensuring people are satisfied and we are meeting expectations.	April 2017	IAD with Careers

A new partnership between The University of Edinburgh and Lynda.com will ensure that all staff and students have access to a comprehensive library of online video courses. This service will be promoted by the IAD to all our research staff to ensure that we help to develop a digital culture within the University and support staff and students to improve their digital skills for work, study and life. Full launch will be in September 2016, with ongoing engagement activities and support from October 2016 onwards. **Success Measure:** Usage of Lynda.com, as reported by Information Systems (IS) based on their high level target of 5000 active users within the first 12 months	October 2016 onwards	IAD and IS

3. Actions Relating to Researchers' Responsibilities (Concordat Principle 5)

5. Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

2014 Actions	Lead	2016 Progress	
Previous work with Research Staff Societies has helped the researchers themselves to identify key problems with engagement in society activity. The IAD will continue to work with societies to explore solutions to these issues. This will include expanding on web resources advice and information, considering the feasibility and role of Academic Champions and identifying sustainable funding and support structures for societies at a departmental level. A paper to support the legitimisation of Research Staff Societies (building on work achieved with Undergraduate Societies) is due to go to REC in 2014/15.	IAD	3a	**Continuing** Research staff societies at Edinburgh continue to be supported by the IAD in various ways: • The website has now been updated (http://edin.ac/1XmSZsf) and contains relevant information for new or existing societies. The IAD also continues to run a bi-annual networking event where societies can meet and share practice and IAD can update on areas of work relevant to them. At these events the IAD has received feedback from societies about the HR Excellence in Research Award, CROS and the University of Edinburgh's Code of Practice re-write. • The IAD supports new societies looking to get established. The School of Chemistry appointed a Postdoc champion in 2015/16 and approached IAD for information on support for ECRs and to share practice. Subsequently, IAD was asked to present on support for ECRs at the College of Science and Engineering Research Experience Committee Away Day in June 2016. • The IAD facilitates the rotating membership from the Research Staff Societies as the ECR representative at the Researcher Experience Committee (REC) meetings. • An event on 'Getting Started on Developing Teaching and Accreditation' was run in June 2016, with 32 researchers attending. This was promoted to the societies. IGMM post doc society organised the 2nd Scottish Biomedical Postdoctoral Researcher Conference (SBPRC 2016), held at the University of Edinburgh in April 2016. This conference was open to all researchers in Biomedical sciences at Edinburgh and other HEIs in Scotland and Northern Ireland, and was made accessible to researchers by offering opportunities for full scholarship and funding. 143 delegates registered, with 101 attendees on the day (of which 56 were from University of Edinburgh). From a survey after the conference, 98% reported that the overall conference experience was excellent or good, with 60% listing the career session as their favourite session.

			The legitimisation of Research Staff Societies paper has not gone to REC but the IAD continues to support societies and promote their work and events.
In 2015 the Senate Researcher experience Committee will consider the findings of a 2014 Task Group exploring research staff needs in order to find implementable solutions to gaps in provision and support.	IAD and REC	3b	**Incomplete and reprioritised** This failed to happen, as other events were brought to REC including the 'Emerging Academic Fellowship Scheme' designed to provide development opportunities for early career academics (within no more than 12 months of award of a PhD) to develop a set of proven academic capacities that will provide the strongest basis for a long-term career
Beginning in 2014, the IAD and UHRS will continue to work together to streamline and simplify the support on offer to research staff and look for innovative mechanisms to promote courses, opportunities for support, funding streams and a growing number of online resources	IAD and UHRS	3c	**Ongoing** The IAD and UHRS L&D have worked closely together to identify what support is on offer from both services and identify overlaps, gaps and areas to streamline support. Both IAD and UHRS L&D have mapped courses to the LMDF and promote events and resources to relevant audiences.
In 2015, the IAD will implement strategies to improve the uptake of CROS and PIRLS surveys. This will include a number of lunchtime and evening social events where staff from the IAD will be on hand with IT to encourage researchers to take part. These events will highlight the importance of the survey and tell researchers what we have done as a result of previous year's feedback	IAD	3d	**Complete** The University of Edinburgh ran the surveys in 2015 and these were extensively promoted; an invitation email was sent out from the Assistant Principal Researcher Development; the IAD updated researchers at the Bi-annual research staff society networking event, where contacts in societies were given information, posters, etc. and agreed to help promote the surveys; a lunchtime session ran at a research staff society allowing researchers to find out more and complete the surveys at the event; an email was sent to Deans of Research in each college, updating them on numbers of completions in their college/schools. Results have been analysed and papers have gone to REC reporting on the findings, and for the first time, the Research Policy Group (RPG). Both Committees are looking into how best to move forward with the outcomes and future surveys. The IAD has analysed results and incorporated these in reviewing provision, it has also communicated relevant results to other services.
The IAD is also a founding member of a new network of researcher developers working together to consider best practice in this area and review strategies to overcome	IAD	3e	**Ongoing** This group is now established and meeting 3 times a year. The group are able to share practice and work closely together on projects.

challenges. This group will meet for the first time in September 2014.			
As highlighted elsewhere, the IAD will explore the feasibility of rolling out pilot PI management training to ensure the managers of research staff understand and deliver best practice in the recruitment, appraisal and development of their research teams	IAD, College Deans of Research and REC	**3f**	Please refer back to 2e
The Researcher Experience Committee will continue to review its membership annually	REC	**3g**	**Ongoing** This is reviewed each year.
The IAD will evaluate the new Academic Researcher-Led Networking fund in November 2014 to confirm the future of this fund and identify funding sources to ensure sustainability	IAD	**3h**	**Complete and Ongoing** The Academic networking fund has run three times now and a review has been carried out, identifying which Schools/Colleges are engaging with the fund and subsequently the type of activities funded. It now has funding in place for it to run annually.
The IAD will offer research staff societies and UKRSA the opportunity to host a table at the Induction Welcome day event and include information in the Welcome Day packs. The effectiveness of this will be reviewed in 2016	IAD	**3i**	**Reprioritised** The societies felt producing a leaflet for the delegate packs, therefore ensuring everyone received information about the societies around the University, would be more effective. This will be included in future events, and reviewed as necessary.

Examples of continuing actions (now part of regular business)	Date	Lead
Support from IAD for Research Staff Societies – as a framework for sharing practice and dissemination of information. Continue to work on identifying ways to improve and extend this support. **Success Measure**: Ongoing central support for societies.	Ongoing	IAD
Actions 2016 – 2018	**Date**	**Lead**
The IAD will monitor the impact of the newly updated 'Code of Practice for the Management and Career Development of Research Staff'. This document highlights the responsibilities to researchers their managers and the institution on managing the researchers' career and professional development. We will ensure that we identify the impact this document has on the researcher via Research Staff Societies IAD networking events, via CROS & PIRLS 2017 survey results and through informal feedback and school meetings, committees and courses/workshops. This will be reviewed in September	October 2017	IAD

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2017; a year after the Code of Practice launched, and meetings have taken place during the academic year and the results from the CROS & PIRLS surveys. **Success Measure**: Increased awareness and use via CROS & PIRLS institution question, with 50% of respondents stating they know about it.		
The IAD will continue to support academic research staff in Schools who are looking to deliver their own writing retreats, through our 'facilitator guide', developed by the IAD in September 2015 (Since Sept 2015, this document has been accessed 140 times on our website and the webpage dedicated to writing retreats has had 2792 page views). The IAD has also run two 'Train the Trainer' writing retreats to train staff as facilitators and will monitor requests for 'Train the Trainers' training and review whether it should be part of the IAD's core programme from AY17/18 onwards. **Success Measure**: Continuing support for running writing retreats across the University, including 'Train the Trainers' in the research staff core programme.	Academic Year 17/18	IAD
A collaborative event between the IAD and UHRS L&D will run on 27th September 2016. This will be an event that includes participants who have taken part in the Aurora Programme and the Ingenious Women Programme, over the last 4 years. This event titled *'Stronger and Brighter: building resilience, broadening networks and planning for the future'* will involve input from the Leadership Foundation for Higher Education (LFHE) and some inspirational sessions and a welcome talk from senior women academics. The aim is to encourage researchers to think about building their research, developing resilience, broadening their networks and increasing their capacity to create and develop networking opportunities and thinking about what they will be doing in 5 years' time. 150 participants have been invited. **Success Measure:** This is a pilot event and its success will be reviewed, in terms of the networks that are created and continue, the independent development actions they take and the feedback received.	November 2017	IAD & UHRS L&D
The University is encouraging academic and learning support staff to develop their teaching practice and obtain recognition by the Higher Education Academy (HEA), through the University's Edinburgh Teaching Award (EdTA) Scheme. The Institute for Academic Development (IAD), plan to develop a programme to explain in more detail how to develop academic practice and gain EdTA / HEA recognition for supervisory activities. The first introductory event is planned for September 2016 in the Little France Post Doc Society programme, followed by an event in IAD in February 2017 to help enable EdTA participants to develop their academic practice. **Success Measure:** Positive response to evaluation question, included in feedback questionnaire sent to EdTA participants, around awareness of relevance of supervisory activities to EdTA/HEA accreditation.	September 2016 & February 2017	IAD
The IAD ran a pilot New Network Award in 2016, in addition to the Academic Networking Scheme, to support academic staff to run 'test the water' networking events to assess the level of interest in establishing a new research network. There were 4 applications in 2016 and each event was funded. The events were all successful in achieving their aims. Attendees made new connections based on shared interdisciplinary research interests and were able to contribute to the direction and focus of a future network. The New Network Award will run for another academic year and will be reviewed in more depth at the end of the 2016/17 academic year to assess the impact of the schemes since 2014 and explore if this approach is the most appropriate way to support academic and research staff in building networks across the institution.	July 2017	IAD

Success Measure: Increase in the number of new networks and an increase in the number of applications to other IAD funding schemes to support them.		
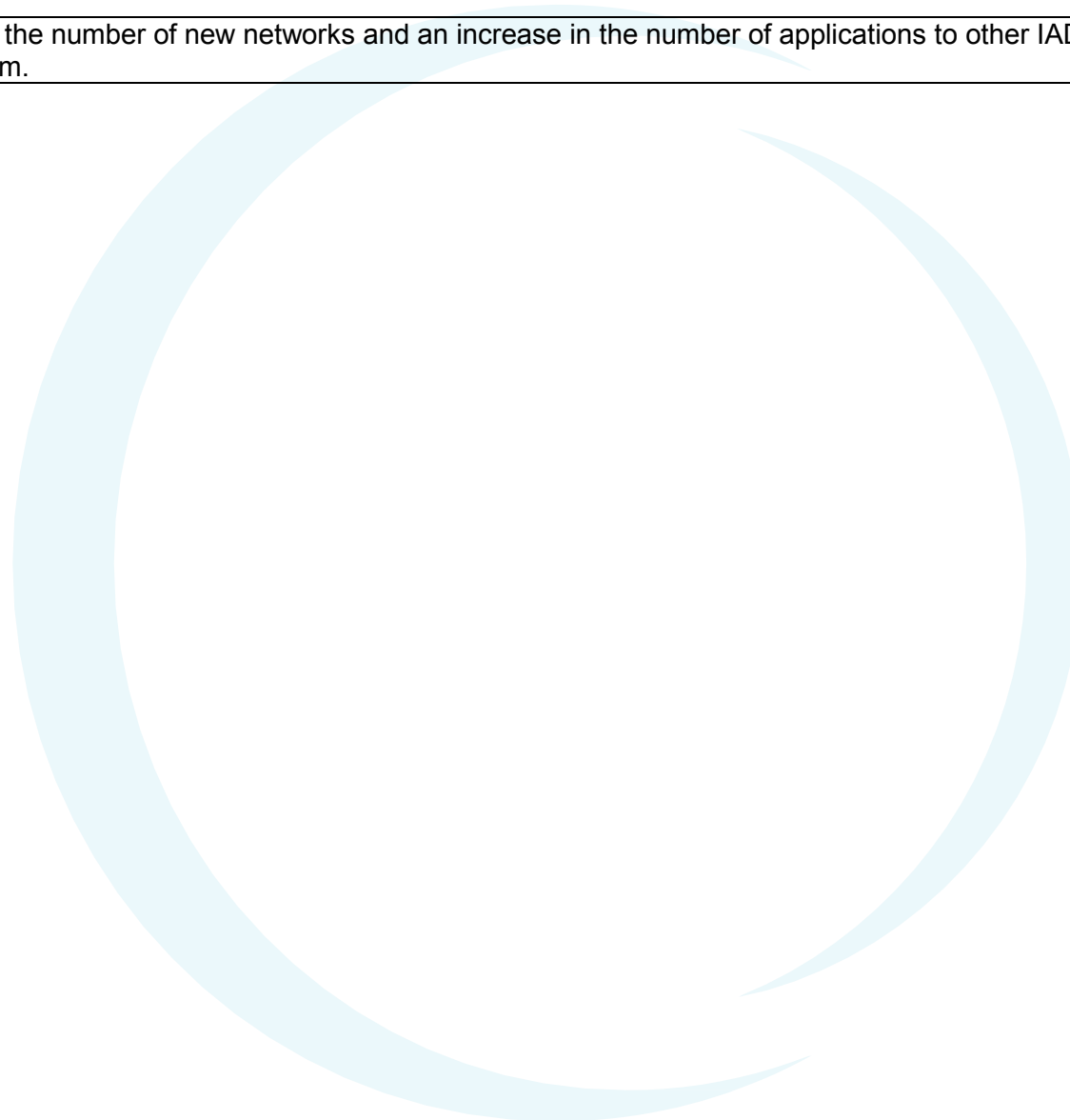
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4. Actions Relating to Equality and Diversity (Concordat Principle 6)

6. Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

2014 Actions	Lead		2016 Progress
As described elsewhere, the roll out of the "PI Briefing - Managing Your Research Group" across the University and the creation of exemplars of practice in teaching, research, interdisciplinary research and public engagement both support best practice in equality and diversity.	IAD and UHRS	4a	Please refer back to 2e and 1b The PI Briefing course has been discussed at the Athena SWAN network and other Colleges are aware of it and are considering ways to go ahead with the course in the remaining Colleges. It has also be raised at the Advancing Gender Equality (AGE) working group.
UHRS and the IAD will work together to look at mechanisms to support equality in reward, recognition, promotion and support for researchers who are working across or between disciplines.	IAD and UHRS	4b	**Ongoing** The Equal Pay Report 2015 was published in April 2015 and is being reviewed before publication. It contains information on the gender and ethnicity pay gap. Guidance around working across disciplines and promotion in the following link: https://www.ed.ac.uk/files/atoms/files/actions_to_address_gender_pay_gap.pdf A gender pay gap task group is making a recommendation to the University remuneration committee.
The University will continue to support departmental submissions to Athena SWAN, and look to achieve institutional silver by 2016	UHRS	4c	**Complete** The University was awarded the Athena SWAN Charter Silver Institution award in 2015.
Update flexible working guidelines (which are currently under review) to reflect forthcoming changes with regards to the sharing of parental leave	UHRS	4d	**Complete** This work is currently in progress. The parental leave policy was published in Autumn 2015.
UHRS will design and implement an Equality Impact Assessment Framework which will enable the University to embed good practice	UHRS	4e	**Complete** The current Equality Impact Assessment (EqIA) form has been revised and simplified and

across all areas and meet its legal obligations			further promotion of EqIAs to staff at senior level, to support services, and to those undertaking EqIAs, including training, has been carried out. There is also online training in this area.
Implement and embed the University's Equality Outcomes and Action Plan to ensure that the University is regarded as an exemplar of good practice	UHRS	**4f**	**Complete and Ongoing** The Equality Outcomes Action Plan Progress Report was published on 30 April 2015, as required to meet our statutory duty. The report provides a progress column on the status of the actions to date, and can be viewed at: http://edin.ac/1QMCFs6 Strategy under revision and new outcomes due in April 2017.
UHRS with the Vice Principal Equality and Diversity are running a number of task groups in 2014/15 to consider improvements in practice in Talent Management, Advancing Gender Equality (AGE), and Annual Review. Over the next 2 years these groups will make recommendations for implementations	UHRS and VP Equality and Diversity	**4g**	**Complete** These groups were all established. Talent Management and Annual Review groups were established, met and gave recommendations to the AGE group and are now closed. We have completed phase 1 of the Annual Review project which looked at looked at consistency and fairness of practice for Annual Review across the University. Phase 2, Enhancing Quality Annual Review Conversations has been worked on during 2015/16 and is due to launch end September 2016. 2016/17 will be used to embed this work.
We will continue to celebrate International Women's Day with a high-profile speaker and related events. In 2015 Anneila Sargent, the renowned astronomer and Edinburgh alumnus will be giving the lecture	UHRS	**4h**	**Complete and Ongoing** The lectures take place annually on International Women's Day in March, to provide inspirational role models to staff, students and the wider public. The lectures draw a large audience and are also available to view online and via podcast (http://edin.ac/29HuMMD). There is also a portrait exhibition online which is updated regularly and expanded to include alumni.
In January 2015 UHRS are launching a scheme to provide coaching for women returning from maternity leave	UHRS	**4i**	**Ongoing** This scheme has been developed and it will be piloted in the College of Science and Engineering in July 2016 – Dec 2017

Actions 2016 – 2018	Date	Lead
Longer term plans for Athena SWAN Charter Award. **Success Measure**: Renewal of Athena SWAN Charter Silver Institution award.	April 2018	UHRS

Race Equality Charter action plan was submitted in July 2016, the outcome of this will be reported in the University. The next submission will be in 2019, the University will be monitoring progress towards the success measures within the Action Plan. **Success Measure**: Achievement of the award and implementation of action plan.	July 2019	Equality, Diversion and Inclusion - UHRS
The University Equality Outcomes Action Plan will be reviewed and updated in April 2017. **Success Measure:** Progress in equality, diversity and inclusion, which will be reviewed through committee meetings.	April 2017	UHRS
The Ingenious Women programme ran in April/May/June 2016, the IAD is looking at different ways to evaluate this programme when it runs again in 2018 and this is part of a secondment project in the IAD. There are now new webpages which focus on support for female researchers and include information on this course this, alongside the evaluation, will be reviewed for the next running of the course. **Success Measure**: Raised awareness of support for female researchers and new evaluation tools for 2018.	March 2018	IAD
The University continues to work on projects to promote E&D in the University, such as the Dangerous Women (http://edin.ac/2cvo4ea) and Equal Bite (http://edin.ac/2cvoa5s). They have also developed guidance on 'Caring for carers' (http://edin.ac/2cvoeSK) which outlines the support available to employees who have a caring responsibility so that they can balance work with caring commitments and continue to be effective in their role. The University have been successful in achieving a Carer Positive Employer award recognising its commitment to embedding a culture of support for carers and from September 2016, we will offer face-to-face training on supporting carers in the workplace. The 'Think Working Carer' sessions will be offered to managers and Heads of Departments. **Success Measure**: Continued support and promotion of E&D initiatives across the University.	September 2016 onwards	Equality, Diversion and Inclusion and University departments
The University will continue to work on ways to strengthen provision of training in research ethics and Integrity. This follows a 2016 CAHSS internal audit of research ethics and integrity, the subsequent appointment (August 2016) of a College Associate Dean for Research Ethics and the appointment of a research ethics and integrity intern in CSE. IAD will work closely with Colleges and Schools and the Research Support Office to identify ways to enhance training and support. This will be facilitated by IAD representation on the Research Ethics and Integrity Review Group (REIRG). A pilot of new research ethics and integrity workshops will take place between October 2016 and June 2017 in the Moray House School of Education. IAD will work in partnership with the School to support facilitation of the workshops. These workshops will be evaluated and rolled out to other schools if appropriate. **Success Measure:** Strengthened ethics and integrity training across the University, with IAD working in partnership with the College.	January 2018	IAD with CAHSS
The Mentoring Connections programme will be reviewed in June/July 2017 to ensure that we are still meeting the needs of all mentees and mentors and providing the right level of support and resources. The programme is run university wide, but there are also some School run programmes and we will ensure that we can provide support and resources to schools who wish to develop their own programme. **Success Measure:** Increased School engagement.	June/July 2017	IAD with UHRS

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Review and implement outcomes of The Equality Outcomes Action Plan strategy, which is currently under review and due in April 2017. http://www.ed.ac.uk/equality-diversity/about/strategy-action-plan **Success Measure:** Implementation of outcomes.	April 2017	UHRS
Women returning from maternity leave Scheme piloted in CSE July 2016 – Dec 2017, review pilot in 2018 and decide if to continue **Success Measure:** Scheme rolled out to other Colleges	January 2018	UHRS
Monitor uptake of training by gender and ethnicity to ensure that training is inclusive and valuable to underrepresented groups. IAD to review systems in place to see if we can obtain this training information. **Success Measure:** The existence of this information to report back to Equality, Diversity and Inclusion	2018	IAD & Equality, Diversion and Inclusion
The IAD and RSO aim to support the transition of early-career researchers to independent researchers by working together in 2017 to provide training in obtaining personal Fellowship funding/getting your first Lectureship position. **Success Measure:** Increased support and training for staff on fellowship and academic post applications.	2017	IAD and RSO

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5. Actions Relating to Monitoring Progress (Concordat Principle 7)

> 7. *The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.*

2014 Actions	Lead	2016 Progress	
The IAD will lead on the HR Excellence Review between 2014 and 2016, managing the process in conversation with UHRS, REC and research staff as appropriate.	IAD	**5a**	**Complete** The IAD led on the review, in consultation with UHRS. Updated relevant committees with details of actions and new action plan. Research Staff Societies were also consulted.
UHRS will continue to support the HR Excellence process through monitoring and review of the People Strategy and Action Plan and through initiatives such as Athena SWAN	UHRS	**5b**	**Ongoing** The work continues through UHRS monitoring and quality assurance processes and through reporting to the People Committee
Where possible the University will look for efficiencies in strategy and reporting, bringing together actions from the aforementioned drivers.	IAD, REC, UHRS	**5c**	**Ongoing** The University ensures that action plans and initiatives are reported on to the appropriate committees, during the process and at completion. All University initiatives' actions plans and reports are available on the University website/wiki. Information from projects such as Mentoring Connections, Research Leader Programme, Code of Practice, HR Excellence in Research Award, etc. have been reported to REC and on completion are then disseminated to the appropriate people in the University for information in their work and for sharing and reporting on, as appropriate.

Examples of continuing actions (now part of regular business)	Date	Lead
Include the HR Excellence in Research Award and Vitae badging in more web and online materials **Success Measure:** Increase in web and online materials that contain the badging	Ongoing	IAD

Actions 2016 – 2018	Date	Lead
Establish closer working links with the Research Policy Group, updating them on areas of work that are relevant and timely. **Success Measure:** Evidence of areas of work where RPG have been consulted	September 2018	IAD
Participate in key national surveys in 2017 and continue to communicate and monitor results. **Success Measure:** Aim to increase completion rates by 10%	October 2017	IAD

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Broad Success Indicators

Our success will be measured in terms of timely achievement of the actions set out in the Action Plan, many of which include specific deliverables. In addition, our success measures include the following:

- Evidence of progress/improvement in CROS / PIRLS data when compared with previous years, aiming to increase completion rates by 10%, and against the University Strategic Plan 2016-21,
- Continue increased take-up of appraisal/annual review measured in CROS and PIRLS and through internal measures, with an aim to increase the annual review completion to a 98% average across all College and Support Groups, and promote 'quality conversations' in annual reviews through the Annual Review Project.
- Increase visibility and use of RDF by our academic research community through our website and courses. This will be measured through CROS & PIRLS response to question about 'understanding of RDF' in CROS 2017, from 18% in 2015 to 25% in 2017, and via web analytics.
- Further development of the RLP and PI development programme in the University to ensure all colleges in the University are involved and benefiting from programme.
- Sustained interest and applications to the Researcher-led Fund and Academic Researcher-Led Networking fund.
- Ensure continued implementation of Athena SWAN principles across the institution and on-going success at departmental level. Aim for renewal of Athena SWAN Charter Silver Institution award in April 2018.
- Achievement of relevant University Strategic Plan KPIs.

Glossary of Terms and Abbreviations

AGE	Advancing Gender Equality Group
CAHSS	College of Arts, Humanities and Social Sciences
CMVM	College of Medicine and Veterinary Medicine
CoP	Code of Practice (for the Management and Career Development of Researcher Staff)
CPD L&T	Continuing Professional Development for Learning & Teaching
CROS	Careers in Research Online Survey
CSE	College of Science and Engineering
EdTA	Edinburgh Teaching Award
EqIA	Equality Impact Assessment
HEA	Higher Education Academy
IAD	Institute for Academic Development
IGMM	Institute for Genetics and Molecular Medicine
LFHE	Leadership Foundation for Higher Education
LMDF	Leadership Management and Development Framework
PIRLS	Principal Investigators and Research Leaders Survey
RDF	Researcher Development Framework
REC	The University Senate Researcher Experience Committee

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REIRG	Research Ethics and Integrity Review Group
PGCAP	Postgraduate Certificate in Academic Practice
RPG	Research Policy Group
RSO	Research Support Office (formally ERI)
UHRS	University Human Resources Service
UKVI	UK Visas and Immigration (formally United Kingdom Borders Agency)