# HR Excellence in Research: Action Plan 2014 - 16

The University of Edinburgh received the HR Excellence in Research Award from the European Commission in September 2010 and retained it in 2012. This document and the associated summary report form the basis of the four year review process which considers our progress over the last 2 years and plans for the future in supporting the principles detailed in the Concordat to Support the Career Development of Researchers. This should be read in conjunction with our key supporting documents the University Strategic Plan and the University People Strategy.

The updated action plan incorporates continuing actions from the original plan and actions that build on our progress and align with the University's current Strategic Plan (2012-16) and the new People Strategy. Progress will be monitored by the IAD and UHRS, reporting to the Senate Researcher Experience Committee, and through the regular review of the People Strategy implementation. Identifying specific actions beyond 2016 will be considered as the new Strategic Plan is written and developed. This plan and the associated report can be viewed on line at:
http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/advice/concordat/hr-award

## 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.*

| 2012 Actions | 2014 Progress |
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| **Strategy**<br><br>Build recognition of the importance of researchers, as set out in the Concordat principles, into the new University People Strategy being developed by Jul 2013. **Lead: UHRS**. | **Complete**<br><br>The People Strategy is an all-encompassing document, which has been derived from the current University Strategic Plan and is informed by the challenges facing the sector. It is an ambitious people agenda designed to enhance the policies and provision which support all University employees. Recognition of research and researchers is evident throughout and the principles of the Concordat were considered during drafting and are evident in the internal People Strategy Action Plan. This document which will influence our HR Excellence Strategy until 2016.<br>http://www.docs.csg.ed.ac.uk/HumanResources/People_Strategy_2012-2016.pdf |
| The University will participate in CROS 2013 and PIRLS 2013 (dates to be advised). **Lead: IAD** | **Complete**<br><br>The survey ran between March and May 2013, feedback was collated and reports were sent to REC for discussion and action planning. The IAD and HR have also used the results to inform developments. |
| Achievement of Annual Reviews is a University KPI in the 2012-16 Strategic Plan and will be monitored annually. | **Complete and Continuing**<br><br>UHRS and IAD are collating data on the uptake of appraisals with an on-going aim to achieve the University KPI of 100%. CROS identified a 6% increase in staff who received an appraisal from 53% in 2011 to 59% in |

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| **Lead: UHRS + College HR teams** | 2013. PIRLS data identified an 11% increase in PIs who received an appraisal from 73% in 2011 to 84% in 2013. These results are consistent with the national average and contributing to our institutional return rate which increased from 72% in 2012/13 to 92% in 2013/14.<br><br>This will continue to be monitored through CROS and PIRLS, and through the UHRS internal measures over the next four years. |
| *Review and Policy* | |
| Complete the review of redundancy consultation and redeployment processes and implement changes by April 2013. **Lead: UHRS** | ***Complete and On-going***<br><br>Work is continuing on the redeployment process and this work should be completed in early 2015.<br><br>The redundancy consultation process is complete and now available: http://www.docs.csg.ed.ac.uk/HumanResources/Policies/Redundancy_Individual_Consultation_Processes.pdf. |
| Establish a dedicated Relocation Support Service by July 2014 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. **Lead: UHRS** | ***On-going***<br><br>The July 2014 deadline has slipped but the documents are finished and should be agreed and in use from early November 2014. |
| Undertake a review of our Advertising strategy by December 2013, to include harnessing Euraxess Advertising routes more effectively for recruiting researchers. Review how our HR Excellence in Research Award is promoted during the recruitment process. **Lead: UHRS** | ***Incomplete and reprioritised***<br><br>This failed to achieve significant IT resourcing in 2013 and remains in the action plan for 2014 onwards. This work will be expanded to include utilising social media effectively when recruiting researchers. |
| Review and update of the examples of implementation of the University Code of Practice for the Management of Research Staff, working with REC in academic year 2012-13. **AND** The Code of Practice's provisions on staff reviews will be updated by Jan 2013 to reflect | ***Continuing***<br><br>The review and rewrite of the Code of Practice was put on hold pending the University People Strategy and Action Plan. This is an on-going target for 2014 – 16. The update will include the HR Excellence in Research badge, updates on policy and provision, and a new quick guide for PIs. In the interim a quick guide has been updated and is used at induction for Research Staff and in PI courses on good management practice. |

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| recent developments in University policy and systems. **Lead: UHRS** | |
| *Provision* | |
| *Provision* | *Complete* |
| Complete the development of the e-learning modules on Annual Review, and make it available to enable all staff – including research managers and research staff - to update skills and knowledge in these areas in a flexible and proactive way, by December 2012. **Lead: UHRS**. | This is now available to all staff through The University's online learning platform: http://www.ed.ac.uk/schools-departments/human-resources/learning-development/annual-review/pm-workshops/ar |
| A new e-learning module on Recruitment, Selection and the Law will be available and promoted to all research managers and leaders in autumn 2012 and is part of developing knowledge and understanding of the value and importance of recruitment, and of good recruitment practice. **Lead: UHRS** | *Complete*<br><br>This is now available to all staff through The University's online learning platform:<br><br>http://www.ed.ac.uk/schools-departments/human-resources/learning-development/dev-opportunities/a-z-courses/courses-m-z/recruit-select-law<br><br>In September 2014 we introduced an online module examining issues of Unconscious Bias:<br><br>http://www.ed.ac.uk/schools-departments/human-resources/learning-development/dev-opportunities/a-z-courses/courses-m-z/unconcious-bias |

**Examples of continuing actions from 2010 and 2012 (now part of regular business)**

- The University had now replaced its Code of Good Practice in Research with the UKRIO Code: http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/advice/codes/research-code
- College HR advisors offer meetings to all staff at risk of redundancy, irrespective of their contract type, to discuss future options, and support available. This is an on-going and important part of the support process for staff at risk of redundancy. In addition to the confidential one-to-one career development consultations that are made available at any time to all research staff by IAD, a new range of workshops has been put in place by HR to support staff at risk of redundancy: http://www.ed.ac.uk/schools-departments/human-resources/learning-development/dev-opportunities/transition
- The eRecruitment website and system continues to offer improvements in applicant and selection panel experience and is improving monitoring and data collection. Training for University users is available on line: http://www.ed.ac.uk/news/staff/e-recruit-011012
- The development of redeployment guidance for recruiters, a Talent Register, career transition workshops, a modernised Redundancy Avoidance Policy developed in partnership with trade unions are supporting staff at risk of redundancy and enhancing capacity to attract and retain new talent.

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## Actions 2014 – 2016

The University has an on-going commitment to clear and transparent routes to recruitment and progression.  Progress in these areas will focus around improving procedures to enhance the employer branding of The University to ensure we attract and retain the best researchers from a diverse range of backgrounds.  Specific activities will include:

- 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. **Lead: UHRS**
- 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.  **Lead UHRS with colleagues from around the University**
- 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. **Lead: UHRS with IAD**
- 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.  **Lead: UHRS with IAD**
- Review appraisal documentation across the University, identify differences in forms and terminology and ensure all areas are compliant with best practice.  **Lead: UHRS and College HR teams**
- 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 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.  **Lead:  IAD**
- 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.  **Lead: IAD**
- Continue to review and monitor effectiveness of eRecruitment system, adding minor enhancements as required and review in 2016**.  Lead:  UHRS**
- 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) Lead**: UHRS with the IAD**

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## 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.*

| 2012 Actions | 2014 Progress |
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| ***Strategy***<br><br>During 2012 the University has made a major investment in the future of its academic staff with the appointment of 100 prestigious Fellowships across all disciplines.<br><br>IAD, in consultation with UHRS, Colleges and Schools, is designing, developing, implementing and reviewing a structured suite of induction, orientation and professional development for Chancellor's Fellows throughout 2013. This will be linked to the University's probation and annual review and promotion processes and reviewed by Dec 2013.  **Lead:  IAD with Chancellor's Fellows Project Group and Chancellor's Fellows Advisory Group.** | ***Completed and continuing***<br>In 2013 the University announced 100 more fellows and it is likely that we will welcome another 50 in 2014.  With this in mind the learning from the Chancellors Fellows project has been transferred to both UHRS and IAD.<br>IAD have restructured their induction course to mirror the Welcome Day arranged for Chancellors Fellows which was deemed to be more effective.  The Welcome Day is an interactive and participative programme run in collaboration with support services including Careers, Edinburgh Research and Innovation, Public Engagement Networks, Teaching and Learning enhancement colleagues, UHRS, and Information Services.  The Welcome Day runs 3 times per annum as standard, but recruitment is monitored and extra sessions are arranged if required.<br>http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/courses/course-list#Get%20Connected:%20Welcome%20Day%20&%20Networking%20for%20New%20Researchers,%20Chancellor%27s%20Fellows%20and%20Academics |
| The knowledge gained from this project will inform the development of a more integrated induction, orientation and professional development provision for all academic staff within the University.  There will be a review of the Chancellor's Fellowships framework to inform the implementation of best practice for research staff (and other academic staff) as appropriate by academic year 2013-14. **Lead:  Chancellor's Fellows Project in consultation with Chancellor's Fellows Advisory Group** | ***Completed and continuing***<br><br>Training which was piloted and developed for the Chancellors fellows has, where possible, been rolled into the IAD's Researcher Development Training Provision.<br><br>Additional enhancements are being considered over the next two years (see actions below).<br><br>In addition to the enhancements listed we have also improved Careers support for early career researchers. One to one provision is continuing with over 100 researchers taking the opportunity in the last 2 years.  In addition the Careers Service have Introduced an interview workshop which includes feedback from peers and careers consultants and developed an delivered short sessions on 'Careers in Academia' and 'Career Planning – what else can you do?' as part of the IAD led 'bitesize' series of workshops.  This support will continue beyond the end of this current plan with annual reviews. |

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| | Innovation continues to be an important part of the Edinburgh model, evidenced by being shortlisted for the Times Higher Award for Outstanding Support for Early Career Researchers in 2013. http://www.ed.ac.uk/schools-departments/institute-academic-development/about-us/the-award |
| Continue to monitor effectiveness of internal funding mechanism to support researcher development activities annually.  **Lead:  Director of IAD + IAD Advisory Group** | ***Continuing*** <br><br> Funding for the IAD, including its support for researchers, is built into core University funding plans.  IAD activities, including the level and allocation of this core funding, are monitored by the IAD Advisory Group. <br><br> http://www.ed.ac.uk/schools-departments/institute-academic-development/about-us/advisory-group |
| ***Review and Policy*** <br><br> Continue to make linkages between RDF and our researcher development provision throughout 2012-13 including its visual representation on the IAD website. **Lead: IAD** | ***Completed*** <br><br> All existing courses are now mapped to the RDF and this is highlighted as part of the course description online.  New courses are mapped before they are released for booking.  After a trial period of 12 months, the visual representation of the RDF was removed from the website as feedback suggested it was cumbersome and did not add to understanding (text links to the relevant domains remain).  The use of RDF imagery will be reviewed in 2016 once the University website has migrated onto a new content management system (due to take place throughout 2015 and 2016). <br><br> http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/courses/course-list |
| Await further Vitae RDF developments and resources including the RDF planner (already piloted by Edinburgh). Uptake of the RDF planner will be considered by REC before May 2013, reviewed against strategic priorities and our existing MyCareer web-based resource currently used by research staff. **Lead: IAD** | ***Completed and Continuing*** <br><br> An initial pilot of the RDF planner was deemed unsuccessful due to lack of participant engagement.  Feedback suggests the planner is too large and overwhelming.  However, since January 2014, use of the existing MyCareer portal increased by 9% despite a lack of advertising. The decision has been made to remain with MyCareer for the short term; however an additional small-scale pilot is currently running which links the RDF to specific courses.  The success of this will be reviewing in 2015 (see below). <br><br> http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/career-management/my-career |

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| **Provision** | |
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| The recommendations from the REC Task Group on Research Staff Management and PI Support will be progressed during 2012-13 and 2013-14 by IAD in collaboration with REC. This will include on-going development of the extensive web pages for research leaders, and the rolling-out of the 4-day Research Leader Programme more widely to Schools and Colleges by July 2013. This Programme and the new certificate modules (described in next paragraph) are helping in raising awareness amongst new academic staff of the responsibilities they have in supporting researcher careers, and promoting the culture of shared responsibility amongst research staff and PIs. **Lead: IAD + REC** | ***Completed and Continuing***<br><br>Web enhancements continue. Over the last 2 years we have enhanced the PI website with additional content and support for those new to the role. Enhancements are in draft and will continue to occur through 2014 and 2015.<br><br>http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-managers<br><br>The 4-day Research Leader Programme now runs 4 times per annum. This includes a session tailored for each of the 3 Colleges, and a final session which supports those undertaking interdisciplinary research.<br><br>In addition the IAD has piloted training PIs in the College of Medicine and Veterinary Medicine (MVM). The new "PI Briefing - Managing Your Research Group (MVM)" course covers best practice in the recruitment, management and appraisal of research staff, highlights the Code of Practice and works with PIs to develop an understanding of their role in research staff career management. It also makes extensive use of the "Every Researcher Counts" materials from Vitae to cover equality and diversity issues. In the pilot year the course has run 3 times in the College with a total of 50 participants and proposals about making this course compulsory for all PIs are being considered.<br><br>http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/courses/course-list#PI%20Briefing%20-%20Managing%20Your%20Research%20Group%20%28MVM%29<br>"Every Researcher Counts" materials:<br>https://www.vitae.ac.uk/doing-research/every-researcher-counts-equality-and-diversity-in-researcher-careers/every-researcher-counts-development-resources<br><br>Finally, the Careers Service have worked in one College (MVM) to raise awareness of careers support for research staff by providing information on that support to PIs and research group leaders during departmental briefings delivered by Deans of Research. |
| IAD introduced two new modules in the University's Postgraduate Certificate in Academic Practice in spring 2012. These modules focus on the research role of | ***Completed***<br><br>The PG Certificate modules are complete and embedded in the programme. They are reviewed annual as part of the quality assurance for the course. |

academics - 'Building a Research Profile' and 'Research Leadership & Management'.  These modules will continue to be developed as part of the certificate throughout 2013. **Lead: IAD**

UHRS are developing a leadership and management development roadmap by July 2012.  It will signpost the most appropriate and available development options at each stage of a management career path – including research management - aligned to descriptions of the knowledge, skills and experience required in the University. This will support and encourage reflection on individuals' present and future development needs and will support performance discussions.  **Lead:  UHRS**

In addition the IAD have developed a CPD Framework for Learning and Teaching, which is now accredited by the Higher Education Academy. This extensive and ambitious CPD Framework allows multiple flexible routes to professional recognition by the Higher Education Academy which can be adapted to the particular interests and roles of staff. This includes enhanced support for those who take on Tutoring and Demonstrating roles. Edinburgh is the first of the Scottish Ancient Universities to have a complete framework accredited. This work began in July 2013.

This is contributing to an identified need in CROS 2013 where research staff identified that they would like additional training in lecturing and teaching.

http://www.ed.ac.uk/schools-departments/institute-academic-development/learning-teaching/cpd/cpd

http://www.docs.hss.ed.ac.uk/iad/Learning_teaching/CPD_Learning_and_Teaching_Feb2014.pdf

***Continuing***

The Leadership and Management Development Framework has been developed and is now being rolled out across different areas of the university via workshops and one-to-one sessions: http://www.lmdf.ed.ac.uk/

**Examples of continuing actions from 2010 and 2012 (now part of regular business)**

- The establishment of the Institute for Academic Development has secured funding for researcher development activity and highlighted this as a core element of support for University staff: http://www.ed.ac.uk/iad
- There is an agreed strategy and mechanisms in place relating to the future funding of researcher development activity, from PhD fees and research staff grants.  This will continue to be monitored and reviewed by the Director of IAD and the IAD Advisory Group.
- There continues to be a wide range of leadership and management development offered to academic staff by UHRS - all available to (and accessed by) research managers/leaders.
- The University Careers Service is developing a bank of case studies from PhD alumni, many of whom have done post-docs and are now in academic

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**Actions 2014 – 2016**

The University has established mechanisms to ensure the personal, professional and career development needs of researcher are met.  Our commitment to this is highlighted in the People Strategy, which includes supporting the leadership capabilities and enhancing development as two of the five themes.  Specific activities will include:

- Continue to develop our overarching CPD framework for learning and teaching. This includes enhanced support for those who take on Tutoring and Demonstrating roles.  **Lead: IAD**
- 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  **Lead: UHRS with IAD**, and by offering 5 coaching sessions to all participants on the 4 day Research Leaders Course for new and aspiring PIs. **Lead IAD.**
- Show commitment to training by confirming membership of Vitae from 2015 until review point in 2017.  **Lead: IAD**
- 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.  **Lead: IAD with College Deans of Research and REC**
- 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 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.  **Lead: IAD**
- 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.  **Lead: IAD**
- 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.  **Lead: IAD**
- Promote University wide roll out of the Leadership and Management Development framework.  **Lead: UHRS**
- 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. **Lead: UHRS**

INSTITUTE FOR ACADEMIC DEVELOPMENT

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## 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.*

| 2012 Actions | 2014 Progress |
|---|---|
| ***Strategy*** <br><br> ***Strategy*** <br><br> MyCareer engagement and uptake will continue to be monitored.  Questions have been raised about the portability of such a career-planning tool and this will be reviewed by July 2013.  MyCareer functionality will also be reviewed in the light of the RDF resources being developed during 2012-13 by Vitae.  **Lead:  IAD** | ***On Hold and Continuing*** <br><br> The IAD is reviewing personal development planning tools including MyCareer and the RDF.  See Concordat actions 3 and 4 above. |
| ***Communications*** <br><br> Publicise Learning and Development opportunities, offered by UHRS, to research staff, including the new e-learning courses, by December 2012 and on going.  **Lead: UHRS** <br><br><br><br> IAD through its Research Staff Newsletter published typically 3 times a year and sent to all research staff and PIs has communicated various updates on developments in the support of Concordat implementation at Edinburgh.  Actions in the original action plan, such as the MyCareer developments, the use of the RDF and work with research staff societies will continue to be reported on, as will new initiatives and developments.  **Lead: IAD** | ***Completed and Continuing*** <br><br> The IAD now produces monthly newsletters which are sent directly to research staff.  These publicise a wide range of activities offered by the IAD, Careers, UHRS and other internal and external providers.  A selection of recent newsletters can be found online at: http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/news <br><br> ***Completed and Continuing*** <br><br> As stated above, monthly newsletter cover a range of events and information of relevance to research staff in the University.  This includes training courses for the IAD and UHRS, policy updates, promoting CROS and PIRLS surveys and the associated results, highlighting Vitae initiatives and recognising Research Staff Society activity. <br> Recent newsletters can be found online: http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/news <br><br> A recent update on actions resulting from the 2013 CROS survey is also available: http://www.docs.hss.ed.ac.uk/iad/Researchers/Research_staff/CROS_Update_August14.pdf |

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| IAD will continue to use its successful Researcher Development Twitter account, begun in 2011, to keep in touch with research staff and inform them of new activities, workshops, initiatives, etc.  **Lead: IAD** | ***Completed and Continuing***<br>The Researchers@Ed twitter account now has over 750 followers many of whom are researchers at the University.  The account tweets about courses from the IAD and other topics deemed relevant to research staff.  https://twitter.com/ResearchersAtEd<br><br>Both the twitter account and the newsletters seem to be working appropriately.  The researcher development programme continues to grow and remains popular with research staff.  CROS 2013 revealed that greater numbers of Edinburgh respondents reported having undertaken training in career management, knowledge exchange, public engagement, supervision of doctoral/masters students and leadership and management than the Russell group average |
| Further opportunities and avenues for informing research staff about the developments and activities under way in support of Concordat implementation, including seeking the views of research staff on these developments will be sought.  **Lead: IAD, REC, College Research Training Committees, UHRS, + College HR** | ***Completed and Continuing***<br>The IAD and HR are working together to streamline communications on provision.  To date this has involved ensuring that IAD and UHRS Learning and Development pages cross reference each other, and ensuring that IAD courses are included in recommendations for training provision in the UHRS leadership and management framework.<br>http://www.lmdf.ed.ac.uk/ |
| *Provision*<br><br>The University's Researcher-Led Initiative Fund, established in 2009, and managed by IAD, continues to encourage and support researchers in devising, organising and providing local training and development activities with a career development focus.  Many successful projects have been supported with a number developing into self-sustaining enterprises.  IAD will continue to promote this initiative for researchers taking responsibility for their development.  **Lead: IAD** | ***Completed and Continuing***<br>Since October 2012 we have had 36 successful applications to the Researcher Led Fund 33% of which included research staff.  Many successful projects are now developing into self-sustaining enterprises.<br>http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/funding/researcher-led-fund<br>Past Projects:<br>http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/funding/rl-fund-previous<br><br>In 2014 the success of this fund and in response to requests from academic and research staff this programme was expanded to include a new fund. The Academic Researcher-Led Networking fund is available for all staff to apply to in order to support the formation of academic and interdisciplinary networks.  In its pilot year the IAD received 45 applications requesting over £163,000 of funding and the IAD were able to fund 10 projects.  Successful |

applicants came from 14 School across the 3 Colleges. Evaluation of the scheme will take place in November 2014.
http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/funding/academic-networking

IAD continues to offer support and advice to the Universities Research Staff Societies, promoting and inputting to their events and activities and organising networking and collaborations between them.  This will continue and further opportunities for developments sought.  **Lead: IAD**

*Continuing*

The IAD has continued to grow support and advice for Research Staff Societies.  The IAD now engages with 9 Societies and hosts a network meeting for the society convenors and organisers at least twice a year.  This meeting offers the IAD a chance to collect feedback on activity and policy, including feeding into the HR Excellence actions.  In addition it gives the societies a chance to request additional support.  At the request of the convenors network the IAD now manages and maintains an up to date mailing list for all research staff societies and has a number of updated web pages.
http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/networks/societies

In 2012 REC expanded membership to include a representative from the research staff societies.  This was further expanded in 2014 to ensure that representation from all 3 Colleges, allowing research staff to influence enhancements in provision and policy.  This membership will be reviewed annually.
http://www.ed.ac.uk/schools-departments/academic-services/committees/researcher-experience/committee-members

In addition the IAD have used the Vitae networking space "Basecamp" to provide virtual meeting space for some of our research societies, but more specifically to allow them to engage effectively with the UK Research Staff Association (UKRSA).

**Examples of continuing actions from 2010 and 2012 (now part of regular business)**

- MyCareer was launched in September 2010 and continues to prove popular despite advertising being limited whilst the IAD reviews implementation of the RDF planner: http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/career-management/my-career

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## Actions 2014 – 2016

Encouraging researchers to proactively engage in their own development continues to be a challenge; however this area has seen much improvement in the past 4 years and will continue to grow. Enhancement in this area over the next two years will focus on improving the support offered to Research Staff Societies and considering new ways to disseminate knowledge of the opportunities available and the benefits of such development. Specific activities will include:

- 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. **Lead: IAD**
- 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. **Lead: IAD and REC**
- 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. **Lead: IAD and UHRS**
- 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. **Lead: IAD**
- 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 challenges. This group will meet for the first time in September 2014. **Lead: IAD**
- 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. **Lead: IAD, College Deans of Research and REC**
- The Researcher Experience Committee will continue to review its membership annually. **Lead: REC**
- 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. **Lead: IAD**
- 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. **Lead: IAD**

INSTITUTE FOR ACADEMIC DEVELOPMENT

# HR Excellence in Research: Action Plan 2014 - 16

## 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.*

| 2012 Actions | 2014 Progress |
|---|---|
| **Strategy**<br><br>Increase the number of schools achieving Athena SWAN (or equivalent) awards for the promotion of women's careers in science, engineering and technology, with the involvement of researchers, by July 2014 (part of the University Strategic Plan target of an institution silver award by 2016)  **Lead: UHRS + College HR teams + School teams** | ***Completing and Continuing***<br>The University has held a bronze Athena SWAN Award since 2006 (most recently renewed in 2012).  12 Schools now hold departmental awards including a gold Award for School of Chemistry, silver awards for the School of Biomedical Sciences, the School of Biological Sciences and the School of Informatics and bronze awards for The Roslin Institute, the Royal (Dick) School of Veterinary Studies, School of GeoSciences, School of Engineering, School of Mathematics, School of Health, Psychology, Architecture and the Schools of Molecular, Genetic and Public Health Sciences and Clinical Sciences (joint award).  This represents a significant increase since 2012.  http://www.ed.ac.uk/schools-departments/equality-diversity/innovation-development/athena-swan<br>The University has an ambitious target to achieve a silver award by 2016.<br><br>To support continued development in this area, in 2014 a new Vice Principal Equality and Diversity was appointed: http://www.ed.ac.uk/news/staff/new-vice-principal-101213<br><br>The University is active in the Gender Equality Charter Mark pilot scheme and 2 Schools in HSS have made successful submissions to the GEM Pilot.  In addition the University has also signed up to the new Race Equality Charter Mark with the aim of making a submission in April 2015.<br>http://www.ecu.ac.uk/equality-charter-marks/gender-equality-charter-mark/<br>http://www.ecu.ac.uk/equality-charter-marks/race-equality-charter-mark/ |
| **Review and Policy**<br><br>Make full use of Vitae 'Every Researcher Counts' equality and diversity materials - providing web links and using case study materials in workshops and seminars where | ***Completed***<br>The Vitae 'Every Researcher Counts' equality and diversity materials have been included as a key part of the new "PI Briefing - Managing Your Research Group (MVM)".  This course has been piloted in one college and is intended for PIs who manage significant research teams. |

| | |
|---|---|
| suitable. **Lead: IAD + UHRS** | The course covers best practice in the recruitment, management and appraisal of research staff, and covers equality and diversity issues through case studies and activities adapted from the Vitae Materials.  The course has run 3 times in the College with a total of 50 participants and proposals about making this course compulsory for all PIs are being considered. http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/courses/course-list#PI%20Briefing%20-%20Managing%20Your%20Research%20Group%20%28MVM%29 |
| Promote learning opportunities in relation to equality (including e-learning modules and workshops) to researchers and research leaders, throughout 2012-13 and beyond.  **Lead: UHRS** | ***Completed and Continuing*** <br><br> New training on unconscious bias for all Heads of School and Institutes was developed and rolled out in 2014. <br><br> http://www.ed.ac.uk/schools-departments/human-resources/learning-development/dev-opportunities/a-z-courses/courses-m-z/unconcious-bias |
| Establish a new mentoring pilot and develop framework and programme between October 2012 and April 2013. Conduct initial evaluation and plan expansion of the scheme thereafter.  AND   The Research Staff Mentoring Programme will be kept under review, especially in the light of the UHRS developments, the support in place for Chancellor's Fellowship holders and the Athena Swan activities.  **Lead: IAD and UHRS** | ***Completed and Continuing*** <br><br> Two pilot mentoring programmes ran during 2013/14 using the University of St. Andrews SUMAC platform.  The Research Staff Mentoring Programme created 30 partnerships, the UHRS pilot created 104 partnerships from the College of Medicine. Training for mentors and mentees was provided in advance of initial meetings, and significant improvements in online support and information was made.  Partnerships were recommended to last 12 months with around two or three hour-long meetings a semester meetings.  The popularity and success of the mentoring pilots has established demand and the programmes are currently under review (due for completion by November 2014) to identify a sustainable way forward.  It is expected that the 2 programmes will merge to reduce confusion but that both UHRS and the IAD will continue to be involved.  http://www.ed.ac.uk/schools-departments/institute-academic-development/research-roles/research-only-staff/career-management/advice/mentor |

**Examples of continuing actions from 2010 and 2012 (now part of regular business)**

- Equality and Diversity website provides a wealth of information in a dedicated web space accessible to all staff:  http://www.ed.ac.uk/schools-departments/equality-diversity
- An e-learning modules on equality and diversity and Equality Impact Assessment continues to run: http://www.ed.ac.uk/schools-departments/equality-diversity/training-resources/e-diversity-training

# HR Excellence in Research: Action Plan 2014 - 16

- The University developed and agreed an Equality and Diversity Strategy in 2011 covering staff and students, incorporating a new, integrated Action Plan: http://www.ed.ac.uk/schools-departments/equality-diversity/about/strategy-action-plan

## Actions 2014 – 2016

Equality and Diversity is at the core of both the University Strategic Plan and the People Strategy.  Much of equality and diversity practice and policy is now part of core business.  The following enhancements will be made over the next 2 years:

- 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.  **Lead: IAD and UHRS**
- 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. **Lead: IAD and UHRS**
- The University will continue to support departmental submissions to Athena SWAN, and look to achieve institutional silver by 2016.  **Lead: UHRS**
- Update flexible working guidelines (which are currently under review) to reflect forthcoming changes with regards to the sharing of parental leave. **Lead: UHRS**
- UHRS will design and implement an Equality Impact Assessment Framework which will enable the University to embed good practice across all areas and meet its legal obligations **Lead: UHRS**
- Implement and embed the University's Equality Outcomes and Action Plan to ensure that the University is regarded as an exemplar of good practice. **Lead: UHRS**
- 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, and Annual Review.  Over the next 2 years these groups will make recommendations for implementations. **Lead: UHRS and VP Equality and Diversity**
- 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 **Lead: UHRS**
- In January 2015 UHRS are launching a scheme to provide coaching for women returning from maternity leave **Lead: UHRS**

# HR Excellence in Research: Action Plan 2014 - 16

## 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.*

| 2012 Actions | 2014 Progress |
|---|---|
| **Monitoring and Reporting**<br><br>IAD and UHRS will continue to meet regularly. **Lead: IAD + UHRS** | *Complete and Continuing.*<br>The IAD and UHRS have expanded their meeting schedule so that Heads of all departments meet together on a quarterly basis to discuss strategy and provision. This is complemented with a number of one to one meetings about specific topics. |
| IAD will continue to provide updates and monitoring information to appropriate University of Edinburgh strategic committees, e.g. REC. It will also contribute to the work of Task Groups in support of researcher development. **Lead: IAD** | *Complete and Continuing*<br>The Head of Researcher Development is now the Vice Convenor of REC ensuring appropriate cross over. REC have strategic overview of the researcher experience and support at Edinburgh, covering the full career range of doctoral candidate to PI. IAD and, where relevant, UHRS representation is recommended on all REC task groups. |
| Develop the monitoring of Annual Review to provide analysis on implementation for research staff, including reference to equality characteristics. **Lead: UHRS** | The University increased overall completion rates for annual approval to 92% of all staff. This year the focus will be on improving the quality of the appraisal conversation for all staff and a working group, led by the Vice-principal for Equality and Diversity has been set up to look at this. |
| **Data Collection**<br><br>The University will run CROS and PIRLS in 2013 and continue to use data to monitor progress and improve researcher experience. It is planned to run the Researcher Development End of Year survey in alternate years to CROS. **Lead: IAD** | *Complete and Continuing*<br>CROS and PIRLS both ran in 2013 will continue in 2015.<br>The use of the Researcher Development End of Year survey is dependent on a number of factors. In order to ensure staff did not experience "survey fatigue" it did not run in 2014. Hopefully this will lead to an improved return on CROS and PIRLS in 2015. |

**Examples of continuing actions from 2010 and 2012 (now part of regular business)**

- Regular updates are made to the Senate Researcher Experience Committee and then onwards to the University Central Management Group as appropriate. Work also progresses through REC Task Groups.
- The University's annual Equality and Diversity Monitoring and Research Committee (EDMARC) report provides extensive analysis of the staff (and

student) populations in relation to equality measures. This report distinguishes research staff in recognition of the distinctiveness and importance of this group. http://www.ed.ac.uk/schools-departments/equality-diversity/monitoring-statistics/edmarc

*Actions 2014 – 2016*

Implementation and review is now part of core business and is linked to other initiatives such as the People Strategy implementation plans and Athena SWAN charter. This will continue for the next 4 years. Review will be managed by both the IAD and UHRS and monitored by the Senate Researcher Experience Committee and the University's Staff Committee. This work will occur in close collaboration with the researchers, through engagement with Research Staff Societies and the Unions. In addition we will continue to benchmark against best practice using CROS, PIRLS, Athena SWAN and publications such as "HR Strategies for Researchers" produced by Vitae. Specific actions include:

- 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. **Lead: IAD**
- 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. **Lead: UHRS**
- Where possible the University will look for efficiencies in strategy and reporting, bringing together actions from the aforementioned drivers. **Lead: IAD, UHRS and REC**

## 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 and PIRLS data when compared with previous years. In 2015 this will include a significant improvement in uptake.
- Increase take-up of appraisal/annual review measured in CROS and PIRLS and through internal measures.
- Rollout of our PI development programme to other colleges in the University.
- Increased aapplications to the Researcher-led Fund and Academic Researcher-Led Networking fund.
- Achievement of Athena SWAN Silver Award and on-going success at departmental level
- People Strategy Action Plan implementation
- Achievement of relevant University Strategic Plan KPIs (reviewed in summer 2016)

# HR Excellence in Research: Action Plan 2014 - 16

## Glossary of Terms and Abbreviations

| | |
|---|---|
| Athena SWAN | The Equality Challenge Unit's Athena SWAN Charter<br>http://www.ed.ac.uk/schools-departments/equality-diversity/innovation-development/athena-swan and<br>http://www.ecu.ac.uk/equality-charter-marks/athena-swan/ |
| CROS | Careers in Research Online Survey<br>https://www.vitae.ac.uk/impact-and-evaluation/cros |
| CSE | College of Science and Engineering<br>http://www.ed.ac.uk/schools-departments/science-engineering |
| E & D | Equality and Diversity<br>http://www.ed.ac.uk/schools-departments/equality-diversity |
| HSS | College of Humanities and Social Sciences<br>http://www.ed.ac.uk/schools-departments/humanities-soc-sci |
| IAD | Institute for Academic Development<br>http://www.ed.ac.uk/schools-departments/institute-academic-development |
| MVM | College of Medicine and Veterinary Medicine<br>http://www.ed.ac.uk/schools-departments/medicine-vet-medicine/ |
| PIRLS | Principal Investigators and Research Leaders Survey<br>https://www.vitae.ac.uk/impact-and-evaluation/pirls |
| RDF | Researcher Development Framework<br>https://www.vitae.ac.uk/researchers-professional-development/about-the-vitae-researcher-development-framework |
| RDF Planner | Researcher Development Framework Planner (online tool)<br>http://rdfplanner.vitae.ac.uk/ |
| REC | The University Senate Researcher Experience Committee<br>http://www.ed.ac.uk/schools-departments/academic-services/committees/researcher-experience |
| Staff Committee | Staff Committee – Due to be renamed to People Committee in October 2014<br>http://www.ed.ac.uk/schools-departments/human-resources/staff-committee/ref-terms |
| UHRS | University Human Resources Service<br>http://www.ed.ac.uk/schools-departments/human-resources |
| UKBA | United Kingdom Borders Agency – renamed UK Visas and Immigration<br>https://www.gov.uk/government/organisations/uk-visas-and-immigration |