

HR Excellence Concordat Implementation Strategy and Action Plan 2019-2022

Early Career Researcher Development Steering Group (ECRDSG)

Prepared Dec 2018 as part of our 8 year review

Principle 1: Recruitment and Selection		
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.		
Actions	Deadline	Success Measures and Outcomes
<p>1a). HR to continue revising language and terminology on contracts to make them more accessible and user friendly. <i>Responsibility: HR, ECRDSG</i></p>	Reviewed every year	On completion of the new documents and positive feedback from Research Staff in survey responses
<p>1b). Develop and introduce an induction programme for research staff, with the focus on their importance and how they can develop whilst at Leeds. <i>Responsibility: OD&PL, ECRDSG.</i> Specific actions:</p> <ul style="list-style-type: none">▪ develop a range of induction events and materials to introduce researchers to Leeds	October 2019	20% increase in satisfaction levels from researchers, measured via a research staff survey. Regular induction events running, aiming for 50% of new starters to engage in induction. Researchers' feedback indicates that induction contributed to their feeling valued by the university
<ul style="list-style-type: none">▪ tailor existing materials and online resources created for PGRs to make them relevant to research staff. Requires input from the Online Distance Learning team	October 2019	Materials available on the Research Staff Minerva area (see point 5d) and usage statistics. 300 self-enrolled users by June 2020
<p>1c). Ensure the probation review is a valuable developmental process, similar to SRDS, and that the two processes are joined up. <i>Responsibility: HR, OD&PL, ECRDSG.</i> Specific actions:</p> <ul style="list-style-type: none">▪ enhance existing guidance to assist both researchers and reviewers with the review▪ communicate the importance of developmental conversations during probation reviews to Research and Innovation Board for dissemination to reviewers	June 2019 March 2019	Increased satisfaction levels from researchers, measured via a research staff survey. Researchers report that probation review is effective in supporting their development. Regular induction events running Guidance available to researchers and reviewers. Positive feedback on the guide and its use ECRDSG adding item to RIB agenda

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<ul style="list-style-type: none"> ensure training is provided for new probation reviewers, similar to our current SRDS training 	June 2020	Training provision available or as part of our existing provision in management essentials. Evaluation to capture impact of the training: how has it informed the reviewer's approach and understanding; what changes have they made to their practice. Increased engagement with provision from attendance statistics. Positive feedback from RS survey
1d). Support the retention of our research staff through our redeployment process by providing clear guidance to outline the scheme and increase engagement. <i>Responsibility: HR, OD&PL, ECRDSG</i>	September 2019	Guidance available to researchers. This will be clearly aligned with work to support career development (Principles 3 &4 below). Increased number of research staff applying for redeployment

Principle 2: Recognition and Value

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.

Actions	Timescale	Success Measure
2a). Establish a mechanism to ensure research staff have representation at committee level. <i>Responsibility: ECRDSG</i>	September 2019	Greater participation of research staff in appropriate committees eg 8 RS on Faculty Research and Innovation Committees. Above 50% recognition scores in survey responses. Researchers and other committee participants can identify the value added
2b). Provide an annual forum with senior leaders including the VC, DVCs, Dean of the Doctoral College/Chair of ECRDSG and HR. <i>Responsibility: OD&PL, ECRDSG</i>	Ongoing - 2 per year	Successful events evidenced by attendance figures. Topics raised at these fora feed into planning and development, and participants receive feedback on any resulting actions
2c). Raise awareness of the recognition portal through HR to recognise research staff making contributions beyond their current role. <i>Responsibility: HR, ECRDSG</i>	May 2019	Increased use of the portal by line managers of research staff. Recognising where individual researchers are contributing to priorities and making a difference

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<p>2d). Define and implement the role of PhD advisor for research staff supporting PGRs. <i>Responsibility: Graduate Board, Programmes of Study and Audit Group, OD&PL, ECRDSG.</i> Specific actions:</p> <ul style="list-style-type: none"> ▪ formalise a role description with minimum expectations and experience ▪ define the process for allocating advisor status to research staff ▪ implement the use and promote via Research and Innovation Board, FRIC and PIs 	<p>October 2019</p> <p>January 2020</p> <p>October 2020</p>	<p>Publication of the role description, and evidence of use by departments</p> <p>Details available on the Minerva portal. Evidence this is being used by departments</p> <p>Increased numbers of research staff recorded as advisors. Aiming for 50 within academic year 2020/21.</p>
<p>2e). Publish and adopt a Code of Practice for research staff who teach. <i>Responsibility: HR, OD&PL, ECRDSG.</i> Specific actions:</p> <ul style="list-style-type: none"> ▪ Develop a code of practice using our PGR one as a guide. Review and dissemination via Taught Student Education Board, Pro-Deans of Student Education and Taught Student Education Committees. ▪ Clarify who will be responsible for monitoring dissemination and implementation 	<p>December 2019</p> <p>December 2019</p>	<p>Code of practice published and available on Minerva portal. Evidence that this is being used by departments. Researchers with relevant experience achieve professional recognition (see also 3/4 d)</p> <p>Evidence that this is being used by departments.</p>
<p>2f). Undertake a mapping of current opportunities for research staff to engage with teaching and the processes for allocating teaching. Project to also look at training required and how opportunities are advertised. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>December 2020</p>	<p>Data collection by December 2019 then a report detailing opportunities and processes in each faculty. Include number of RS currently involved in teaching. Once mapping is complete it will feed into planning for the interim review, including actions to increase opportunities, recognition and development</p>
<p>2g). Update UoL Guidance on the Employment of Research Staff in response to updated Concordat. <i>Responsibility: HR, OD&PL, ECRDSG</i></p>	<p>June 2019</p>	<p>Publication on Minerva portal (see 5d) with communication and dissemination to ensure wide awareness and understanding</p>

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2h). Continue to promote named researcher and researcher co-I status for recognition on funding proposals. <i>Responsibility: OD&PL, ECRDSG</i>	Ongoing	Increased numbers of research staff named on funding applications. Increased recognition scores on RS survey
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Principles 3 and 4: Support and Career Development

Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Actions	Timescale	Success Measure
3/4a). Continued support for research staff development led by a dedicated research developer in OD&PL, with the aim of ensuring that researchers maintain the currency of their skills and are also well equipped for future career progression. <i>Responsibility: OD&PL</i>	Ongoing	Research staff developmental opportunities and increased RS engagement with provision. Evaluation will capture the impact of the training and development and the ways the training benefits their practice
3/4b). Undertake an audit of our materials to remove references to alternative or non-academic careers to reflect careers with research in positive terminology. <i>Responsibility: OD&PL</i>	December 2019	Evidence that this nomenclature is understood and used day to day by colleagues with people management and/or development responsibilities, and by research staff
3/4c). Continue to support fellowship applicants and provide realistic information on opportunities. <i>Responsibility: OD&PL, RIS</i>	Ongoing	Increased funding success rates, and celebration of these successes
3/4d). Continue to promote participation in PRiSE and Crucible. <i>Responsibility: OD&PL, RIS</i>	Ongoing	Increased numbers of research staff gaining associate fellow or fellow status of the HEA, and research staff attending Crucible
3/4e). Provide opportunity for research staff to engage with leadership development. <i>Responsibility: OD&PL</i>	December 2019	Research staff participating in Aspiring Leaders and evaluation showing a positive impact on career development and progression

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<p>3/4f). Transform our 'Career Architect' programme into a more accessible blended learning format and offer elements of it more widely covering all careers in research. <i>Responsibility: OD&PL with Online Distance Learning.</i> Specific actions:</p> <ul style="list-style-type: none"> ▪ Review existing materials and develop a blended learning programme ▪ Develop career support provision using elements of 'Career Architect' for a wider audience 	<p>March 2020</p>	<p>Blended learning programme available to research staff; evaluation finds that the materials meet RS needs in terms of content, learning activities and timeliness</p> <p>Research staff engagement with new provision; evaluation finds that the material meets RS needs in terms of content, learning activities and timeliness</p>
<p>3/4g). Publish a range of career support guides to support RS writing CVs, applications and preparing for interviews. <i>Responsibility: OD&PL</i></p>	<p>July 2019</p>	<p>Materials available on Minerva portal (see 5d) and usage/access figures</p>
<p>3/4h). People management training for potential and new Principal Investigators in line with Concordat recommendations. <i>Responsibility: HR, OD&PL, ECRDSG</i></p>	<p>March 2021</p>	<p>Release of PI development programme and engagement of PIs. Immediate feedback indicating that provision meets their needs, longitudinal evaluation shows evidence of changes in practices which enhance the working environment for research staff</p>
<p>3/4i). Invest in a dedicated Careers Development specialist to work with research staff as part of OD&PL to ensure tailored and timely advice is available. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Advertised by July 2019</p>	<p>Appointment of career development specialist. Feedback from users of this support finds that it meets their needs</p>

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Principle 5: Researchers' Responsibilities		
Individual researchers share the responsibility for and need to proactively engage in their own personal and career development and lifelong learning.		
Actions	Timescale	Success Measure
5a). Supporting early career researcher groups (RS) to provide peer support which previous feedback has shown to be valuable to participants. <i>Responsibility: OD&PL</i>	Ongoing	Sustained ECR groups and launch of University wide research staff association. Feedback shows that peer networks are valued by participants and captures examples of the difference made
5b). Include 10 days training per year in research staff contracts, with an aim of increasing to 15 days a year. <i>Responsibility: HR, OD&PL, ECRDSG</i>	10 days by October 2019. 15 days by October 2020	10 days written into contracts and survey responses to reflect increased numbers of research staff undertaking 10 days development. Increased awareness of this change by research staff
5c). Provide guidance on SRDS process for researchers to ensure career development conversations are held, and line managers are well informed on the value for research staff. <i>Responsibility: HR, OD&PL, ECRDSG</i>	June 2019	Guidance available on Minerva portal (see 5d), data shows increased level of participation, and over 50% satisfaction scores on research staff survey
5d). Creation of a Minerva Portal for research staff to host guidance documents, links to information, blended learning provision, similar to our PGR resource. <i>Responsibility: OD&PL</i>	April 2019 and ongoing	Launch of portal in April and 300 self-enrolments of research staff
5e). Review the university mentoring scheme to increase engagement. <i>Responsibility: OD&PL, HR, ECRDSG.</i> Specific actions:		
<ul style="list-style-type: none"> ▪ Include reporting of school/faculty mentoring schemes and seek to record engagement alongside/within the university scheme 	Ongoing	Increased awareness of school/faculty mentoring schemes and engagement statistics
<ul style="list-style-type: none"> ▪ Promote mentoring benefits to academic staff to increase recruitment 	Ongoing	Increased numbers of mentors and matches; evaluation captures how this benefits participants and this information informs continuous enhancement of provision

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<ul style="list-style-type: none"> Promote research staff as mentors to other research staff 	Ongoing	Increased numbers of mentors and matches
<ul style="list-style-type: none"> HR to expect schools to run briefing sessions for SRDS and reviewers to include mentoring 	Ongoing	Increased numbers of mentors and matches
5f). Upgrade the research staff careers conference to a careers week to increase access to resources and reach wider audience. <i>Responsibility: OD&PL</i>	June 2019	Successful event, engagement statistics and positive feedback from attendees
5g). Introduce a UoL research staff survey to gather more detailed responses and increase response rates. <i>Responsibility: OD&PL, ECRDSG</i>	March 2020	Completion of the survey; review of outcomes to inform continuous improvement, overseen by the Steering Group and communicated to stakeholders

Principle 6: Diversity and Equality

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

Actions

Timescale

Success Measure

UoL has a dedicated Equality Policy Unit (EPU) that have developed our University Equality and Inclusion Framework and Strategy. All initiatives arising from the EPU will be embedded in our provision for research staff. The priority areas include:

- Developing a University-wide culture
- Attracting, retaining, supporting and developing an excellent workforce from across the world

Specific action:

- From January 2019 development of a multi-institutional and industry collaborative mentoring project as part of the EPSRC's 'Inclusion Matters' initiative. It will focus on mentoring for ECRs as a means of supporting an inclusive culture in Engineering and Physical Sciences to support greater equality for all, including traditionally under-represented groups. *Responsibility: OD&PL, EPU*

December 2020,
reviewed every 6
months

Increased mentoring match figures for RS in Engineering and Physical Sciences

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<ul style="list-style-type: none"> Continue to promote and increase engagement with our online, interactive module 'An Introduction to Equality & Inclusion', aiming to give all colleagues the same introductory grounding in key principles of equality, inclusion and diversity. <i>Responsibility: EPU</i> 	Ongoing	Increased engagement statistics
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Principle 7: Implementation and Review

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.

Actions	Timescale	Success Measure
7a). ECRDSG will oversee progress against the listed actions with updates as a standing item on meeting agendas held every 3 months. <i>Responsibility: ECRDSG</i>	Ongoing	Progress discussed at meetings and regularly (3 monthly) updates published on the Minerva portal
7b). Annual report to be prepared for discussion and comment at Research and Innovation board. <i>Responsibility: OD&PL, ECRDSG</i>	Ongoing every January	Preparation of annual reports
7c). Progress against actions will be a dedicated project, with objectives and milestones monitored and recorded by OD&PL. <i>Responsibility: OD&PL, ECRDSG</i>	Ongoing	Progress reports disseminated to relevant committees and research staff
7d). Develop an ongoing communication strategy with the Communications team to promote highlights and changes from this plan, and the launch of the new Concordat, to all staff. <i>Responsibility: Comms, OD&PL, ECRDSG</i>	April 2019 and ongoing	Increased awareness of HR excellence and the Concordat reflected in the research staff survey