

## HR Excellence Progress against Action Plan 2017-2018

Early Career Researcher Development Steering Group (ECRDSG)

Prepared Dec 2018 as part of our 8 year review

Theme 1: Communication, consultation and engagement with RS on management, decision-making and implementation			
Recommendations	Actions from Interim Plan (2017-2018)	Progress	Status
Recognise importance of RS contributions and concerns by:			
Supporting early career researcher groups (RS)	An additional RS group in Engineering will start in 2017  Membership take up and participation. Self-sustainability into 2019 and beyond	8 ECR groups across faculties including Engineering. Ongoing challenges with high staff turnover  One group now self sustaining and have secured funding from their school	Complete  Ongoing
Establishing a mechanism to ensure RS have representation at committee level	Greater participation by RS in appropriate committees  Greater ‘voice’ and representation at University level impacting on CROS survey scores around research culture and recognition	Postdoctoral rep on Biological Sciences Research and Innovation Committee  Increased number of reps involved in Athena Swan Committees from 3 to 7  Results from CROS show 75% of respondents know where their research fit in the school strategy. 90% would recommend Leeds as an employer. 81% felt integrated into their departments research community. Recognition on Publishing (79%), funding proposals (50%), Supervision (47%) and Teaching (38%) has remained constant. There is more work to be done in this area	Ongoing  Ongoing  Ongoing
Providing annual open forum with PVC Research and Innovation	New DVC Research and Innovation to be invited to a Researcher@Leeds ‘Open Forum’ event in 2017	Open meeting held on October 18th 2018 with Dean of the Doctoral College/Chair of ECR development steering group to discuss findings of the CROS report helping to form actions for the new Concordat Implementation Plan. 32 researchers in attendance from all faculties	Complete

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		Another session with DVC scheduled for May 2019	Ongoing
Explore progressive and best sector practice on contracts of employment	HR service is currently working on UoL employment contracts for revision by end of academic session 2017	Ongoing with continuous enhancement. Key area of change implemented around language and making them more accessible/user friendly	Complete
Reviewing UoL Guidance on the Employment of Research Staff	Review and update the UoL Guidance on the Employment of Research Staff	Document updated in June 2018. Document will be rewritten in response to the new Concordat	Complete
Celebrating RS contributions through news dissemination	Written congratulations will be conveyed by the DVC to all RS who have been successful in securing their first award  The launch of the UoL association for RS (Researcher@Leeds) will also provide ongoing opportunities for RS to promote their achievements corporately	DVC writes to all ECRs securing a fellowship to recognise their contributions  Leeds Research Staff association did start but encountered difficulties due to high research staff turnover. New ECR steering group will seek to re-establish the RSA	Complete  Ongoing

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Theme 2: RS profile, reputation and CV building			
Recommendations	Actions from Interim Plan (2017-2018)	Progress	Status
Provide further opportunities for RS to showcase their work and network internally via:			
Faculty or cross-University dissemination events	<p>The Nexus project management structure has explicit provision for representation from RS on the Organisational Development work stream. This is still in the process of being established. Engagement of RS in this will be sought from early 2017</p>	<p>New Chancellor appointed – held an interdisciplinary conference with RS invited. RS got an opportunity to see research from all faculties and how our researchers are working across disciplines</p>	Complete
		<p>Dean of Interdisciplinary Research has been appointed and research themes established across the institution</p>	Complete
		<p>University Academic Fellows development programme established with 964 recorded attendances at sessions</p>	Complete
		<p>10 RS attended 'Leeds Crucible' 2018</p>	Complete
		<p>Nexus development and discussions around organisational development work have changed direction with no opportunities for RS to be involved at this stage</p>	Complete

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Theme 3: Opportunities for RSs to teach and to gain recognition for teaching			
Recommendations	Actions from Interim Plan (2017-2018)	Progress	Status
Exploring the feasibility of a code of practice for RS who teach and of extending contracts to provide teaching experience	ODPL will review accredited training in Learning and Teaching in 2017	<p>OD&amp;PL offer a range of learning and teaching provision on the open programme. RS have the opportunity to gain HEA accreditation through our PRiSE scheme and if eligible can enrol on our postgraduate certificate in academic practice (PGCAP). This provision is highlighted at events run by the local ECR groups</p> <p>76 RS attended PRiSE briefing sessions in 2017/18</p> <p>38% of CROS respondents felt recognised for their teaching. More needs to be done to avoid RS being asked to teach without formal recognition</p>	<span style="color: green;">Complete</span> <span style="color: green;">Complete</span> <span style="color: orange;">Ongoing</span>
Reviewing Guidance on the Employment of Research Staff	A UoL review of its Research and Innovation Strategy Implementation Plan 2016-17 will encompass the role, contribution and employment of RS, in the light of our commitment to Concordat goals and refresh UoL policies where necessary	<p>New University R&amp;I strategy has been launched. This includes strategic aims relating to RS.</p> <p>Guidance document updated in June 2018.</p> <p>Document will be rewritten in response to the new Concordat</p>	<span style="color: green;">Complete</span>
Ensuring the regular training of PIs on the Guidance and promotions criteria	New web pages for RS to include further information in these respects will be developed Spring-Summer 2017 by a dedicated member of Organisational Development and Professional Learning (OD&PL) staff working primarily with RS	<p>New Support for Researchers webpage has been created in line with the new OD&amp;PL website (<a href="https://peopledevelopment.leeds.ac.uk/services/academic-practice/support-for-researchers/">https://peopledevelopment.leeds.ac.uk/services/academic-practice/support-for-researchers/</a>). Page went live in October - no usage statistics yet</p>	<span style="color: green;">Complete</span>

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PI development programme under development. Ongoing  
Management essentials, leadership and  
professional skills training is available, including  
training for SRDS and recruitment

### Theme 4: Mentoring

Recommendations	Actions from Interim Plan (2017-2018)	Progress	Status
Investigating approaches to mentoring elsewhere, including online schemes	Annual promotional campaigns to academic staff are ongoing in order to recruit academic mentors to work with RS via this scheme	All Fellowship applicants must now have a university mentor guiding both academic and personal development  In the last 3 years 53 postdoctoral researchers and 8 teaching fellows have received mentoring through the university scheme. Only one of each remain unmatched. 9 postdoctoral researchers and 1 teaching fellow have been mentors in the last three years. Most of these are senior University or independent research or teaching fellows	<span style="color: orange;">Ongoing</span>

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Promoting mentoring as a form of citizen services across the UoL	HR to recommend Schools to run briefing sessions for SRDS reviewers to include mentoring	Mentoring events have been running across the University to recruit more mentors. For example, 90 people attended a half day event (May 2018) that included an expert on coaching and mentoring as keynote speaker and discussion groups on 'creating a coaching and mentoring culture at the University of Leeds'. Our leadership and SRDS development training includes mentoring and how to engage with the UoL mentoring scheme	Ongoing
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### Theme 5: SRDS and Probation

Recommendations	Actions from Interim Plan (2017-2018)	Progress	Status
Strengthen people management processes, including Staff Review and Development Scheme meetings by:			
Providing realistic information and development about Fellowship opportunities and applications.	A new session for FBS and M&H will run to filter fellowship applicants for MRC and Wellcome Trust	MRC/WT sessions not yet developed – the launch of the new UKRI Future Research Leaders scheme took priority. To date 67 researchers have been on UKRI FRL support sessions and 12 have submitted applications in round 1	Ongoing
		Details of fellowship selection process has been streamlined with Research and Innovation Services so applicants know the process and selection criteria	Complete

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New web pages will be drafted 2017 to provide further information for prospective candidates	New Support for Researchers webpage has been created in line with the new OD&PL website ( <a href="https://peopledevelopment.leeds.ac.uk/services/academic-practice/support-for-researchers/">https://peopledevelopment.leeds.ac.uk/services/academic-practice/support-for-researchers/</a> ) Page went live in October - no usage statistics yet	Complete
	A new fellowships guide has been created to accompany the 'Are you ready for a fellowship?' sessions that run three times a year. The guide will be available through the website and the Minerva portal in January 2019	Complete
	New grantsmanship sessions have been introduced to support applicants with funding proposals that are not covered by the fellowship support sessions. Applicants attend workshops and then get 1-2-1 feedback on their proposals	Complete

## Theme 6: Training and Development

Recommendations	Actions from Interim Plan (2017-2018)	Progress	Status
Strengthen support for careers planning and skills development for future careers via:			
People management training for potential and new PI	As with people management (see Theme 5 above) this PI training is also being piloted as part of the UoL University Academic Fellows development programme and will inform the future training of all new PIs	Three new Leadership courses are available to PIs and managers. Part of our strategy to change organisational culture in line with our Leadership Excellence Behaviours	Complete

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		UAF programme has been established to support fellows over the 5 year fellowship	Complete
		A new project underway to develop the needs for the PI programme; map current provision onto those needs; identify the gap between the needs and current provision	Ongoing
		Training sessions for SRDS reviewers to improve the process for both reviewer and reviewee. CROS report shows a 16% increase in RS now finding the process useful	Complete
		'Effective research student supervision' sessions offered to PIs supervising research students	Complete
Supported opportunities to explore and apply for non-academic careers	Once cycle per academic year will be provided with alternative funding models explored.	'Career Architect' ran in 2017 and 2018 with 35 participants. Since its launch in 2013 81% of attendees have moved on from postdoctoral contracts  'StrengthsFinder' runs every 8 weeks and is open to all researchers  Skills identification sessions ran twice in 2018	Complete
		An online Careers Support page to cover CVs, applications and interviews is currently being developed due to be launched early 2019  RS conference ran in 2017 with over 90 attendees, and will be upgraded to a Careers week in June 2019	Ongoing

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	A new workshop on Redeployment summaries will be offered in 2017	Redeployment workshop ran in 2017 and 2018, assisting researchers to identify skills and interests for better matching	Complete
Improved people management training and support	Work is underway to review the content and format of this provision with a view to converting some content to online delivery. Workshops will focus on people management skills aligned to our Leadership Excellence Behaviours. It is planned to implement packages for specific roles such as PIs and UAFs in Spring 2017	Three new Leadership courses offered to PIs and managers underpinned by our Leadership Excellence Behaviours	Complete
		UAF programme has been established to support fellows over the 5 year fellowship. To date over 140 have been recruited with another round of recruitment in 2019. Our UAF development programme has 964 recorded attendances	Complete
		Management essentials workshops are available to all staff. Sessions cover recruitment, the role of the manager and managing performance	Complete

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Theme 7: Opportunities for RS to become independent			
Recommendations	Actions from Interim Plan (2017-2018)	Progress	Status
Explore how to enable RS to build an individual research profile, within the context of their research and publications, including applying for external funding where possible	Details of Fellowship information to be drafted by ES and RIS. To be displayed on new ODPL/RS pages 2017	Details of fellowship selection process has been streamlined with RIS. Fellowship deadlines and the application process are advertised on email networks allowing RS to be proactive in searching and applying for fellowships rather than waiting for selection	Complete
		A new fellowships guide has been created to accompany the 'Are you ready for a fellowship?' sessions that run three times a year. The guide will be available through the website in January 2019	Complete
		A guide to support research staff applying for funding (similar to above) is being developed and due to launch on the website in Jan 2019	Ongoing
		OD&PL researcher developer is working with early career groups to promote named researcher and researcher co-I status for recognition on funding proposals	Ongoing