

University of Strathclyde
HR Excellence in Research Action Plan
2015-2017



This action plan covers the period 2015 – 2019.

Introduction

The actions within this plan have been developed by incorporating existing action plans including; HR Activity Plan, Athena SWAN Action Plan, Research Development Strategy and Action Plan, the carrying forward of actions within the 2013-2015 HR Excellence in Research action plan and new actions identified during the development and consultation phase of this plan.

Recruitment and Selection (Principle 1): Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research

| Clause | 2015-2017 Future Actions | Success Measures | Deadline/Lead |
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| 1.2 | Continue to review and update how the University's HR Excellence in Research Award is promoted during the recruitment process | <ul style="list-style-type: none"> HR Excellence in Research Award links clearly highlighted on all relevant adverts | 8/2017 HR/OSDU |
| 1.3(a) | Review the Fixed Term Contract Process | <ul style="list-style-type: none"> Recommendations of business process review implemented | 8/2017 HR |
| 1.3(b) | Continued application of University Fixed-Term Contracts Use Policy | <ul style="list-style-type: none"> Policy continues to be applied as appropriate | 8/2017 HR |
| 1.4 | Encourage and promote the equality training to all staff responsible for recruitment and selection of research staff (Athena SWAN action) | <ul style="list-style-type: none"> Increase in number of staff participating in training | 8/2017 E&D (AMcL) |
| 1 | Consider the recommendations (subject to approval by executive team) that arise from Leadership Development Strategic Project on Attracting Global Talent Group | <ul style="list-style-type: none"> Following consideration by Executive Team appropriate recommendations are implemented | 8/2017 HR/OSDU |

Recognition & Value (Principle 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.

| Clause | 2015-2017 Future Actions | Success Measures | Deadline |
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| 2.1(a) | Assess whether further arrangements are necessary to ensure that all employees have the opportunity and the confidence to offer their views and ideas as key Strathclyde stakeholders (HR Activity Plan, Operational Excellence - action 5) | <ul style="list-style-type: none"> Assessment completed and stakeholder input received Additional opportunities for consultation and stakeholder input are implemented if necessary | 3/2016 HR / OSDU |
| 2.1(b) | Review Impact of University Values via a repeat of the all Staff Survey (HR) | <ul style="list-style-type: none"> Values survey undertaken | 12/2015 HR / OSDU |
| 2.2(a) | Implement the new processes for managing the end or the renewal of fixed term contracts for research staff, ensuring that this is enhanced to support our People Oriented Value. HR Project. (HR Activity Plan – action 14). | <ul style="list-style-type: none"> Recommendations of business process review implemented | 6/2016 HR |
| 2.2(b) | Use the outcomes of the current review to enhance the University Fixed-Term Contracts Use Policy with respect to fixed term contract renewal, especially for fixed term contracts 4 years and over. | <ul style="list-style-type: none"> Policy is amended as per the outcomes of the current review | 8/2016 HR |
| 2.2(c) | Utilise information from the exit survey reporting and feed results to appropriate University committees (Athena SWAN - action 3) | <ul style="list-style-type: none"> Results from exit surveys produced annually Issues from exit surveys highlighted and reported to University committees annually | 8/2017 HR |
| 2.3(a) | <ul style="list-style-type: none"> Implementation of the 'Best Practice Guide for the Management of Research Staff' to enhance research managers/ leaders awareness of their responsibilities for the management of researchers. Communicate the guide through advertising and organising appropriate training and | <ul style="list-style-type: none"> Best practice guide is completed and implemented | 8/2017 HR/OSDU (FB/ECD) |

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| | development interventions to support the skills and knowledge of research managers / leaders in supporting research staff. | | |
| 2.3(b) | Encourage departmental/faculty websites to include links to the HR Excellence in Research webpages, OSDU Researcher Development webpages and RKES/ RDP webpages. | <ul style="list-style-type: none"> Increased number of departments with links to relevant webpages | 8/2017 OSDU (ECD) |
| 2.4 | Review the Research and Development Fund annually, enhancing when appropriate. | <ul style="list-style-type: none"> Enhancements made if necessary | 8/2017 RKES (AMcF) |
| 2.6(a) | Report promotions data as standard alongside other recruitment data in E&D data collection schedule to fully capture data around applications for promotion against successful applications (Athena SWAN – action 7). | <ul style="list-style-type: none"> Gendered data on promotion applications vs. success available as part of E&D data monitoring schedule Issues identified and reported via E&D data reporting structures and action forums (including AS Steering Group) | 8/2017 E&D (AMcL/NA) |

Support and Career Development (Principle 3). Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment (Principle 3).

| Clause | 2015-2017 Future Actions | Success Measures | Deadline |
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| 3 | To implement and support the Researcher Development Strategy and Action Plan 2015-18. | <ul style="list-style-type: none"> Actions implemented as per the plan and monitored via RDG | 8/2017 RDP/OSDU (CJ/ECD/GJ) |
| 3.1 | Continue to provide training through the SPARK and SPIRAL programmes | <ul style="list-style-type: none"> Programmes delivered and evaluation undertaken | 8/2017 OSDU |
| 3.3(a) | Promote and encourage broader engagement with and usage of the MyCPD tool and Strathclyde Career Pathways, redeveloping if necessary. | <ul style="list-style-type: none"> Increased numbers using the MyCPD tool by at least 20% | 8/2017 OSDU (GJ/ECD) |
| 3.3(b) | Ensure there are centrally funded places annually and encourage departments to fund places for the Aurora Women's Leadership Programme. (Athena SWAN action 17) | <ul style="list-style-type: none"> At least 15 women taking part in Aurora programme annually (5 centrally funded places) | 8/2017 E&D (AMcL) |
| 3.5 | Map SPARK, SPIRAL and STEP (where appropriate) courses to RDF | <ul style="list-style-type: none"> All appropriate courses are mapped to RDF | 8/2016 OSDU (ECD) |
| 3.8(a) | Design a visual diagram and gateway portal to all provision which enables staff to easily understand the content of and differences between programmes (Researcher Development Strategy and Action Plan- action 45) | <ul style="list-style-type: none"> Gateway portal launched with graphic content and usage monitored | 12/2015 OSDU/RDP (ECD/CJ/GJ) |
| 3.8(b) | <ul style="list-style-type: none"> Develop / enhance long term/qualitative evaluation processes for all development interventions within the RDP/OSDU programmes offered to researchers (including challenges), to measure and demonstrate any impact /outputs of these interventions. Using this data to inform future enhancement / re-design of programmes. (Researcher Development Strategy and Action Plan- actions 15, 50, 10) | <ul style="list-style-type: none"> Long term/qualitative evaluation framework developed, implemented and reported on Programmes enhanced where necessary | 8/2017 OSDU/RDP (ECD/CJ/GJ) |

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| 3.8(c) | <ul style="list-style-type: none"> Develop a Best Practice Guidance for the Management of Research Staff | <ul style="list-style-type: none"> Guide is completed and published on web | 8/2016 HR/OSDU (FB/ECD) |
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Support and Career Development (Principle 4). The importance of researchers personal and career development, and lifelong learning, is clearly recognised and promoted at all stages.

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| | 2015-2017 Future Actions | Success Measures | Deadline |
| 4(a) | To implement and support the Researcher Development Strategy and Action Plan 2015-18. | <ul style="list-style-type: none"> Actions implemented as per the plan and monitored via RDG | 8/2017 OSDU/RDP (ECD/CJ/GJ) |
| 4(b) | Launch a peer-support network for staff studying part-time PhDs | <ul style="list-style-type: none"> Network launched and evaluated | 12/2016 OSDU (ECD/KS) |
| 4.12(a) | Launch Strathclyde Teaching Excellence Programme (STEP) CPD programme and evaluate outcomes | <ul style="list-style-type: none"> Programme commenced and evaluation undertaken | 12/2016 OSDU (KS) |
| 4.12(b) | Continue to provide training for research staff that teach through the PGCert in Teaching and Learning | <ul style="list-style-type: none"> Ongoing development support continues to be provided | 8/2019 OSDU (ECD/KS) |
| 4.13 | Support existing research staff associations/networks and the restructuring of the institutional Research Staff Association | <ul style="list-style-type: none"> Support provided during the restructuring of the RSA and ongoing | 8/2017 OSDU/RKEC |
| 4.14 | Implement an academia cross-mentoring scheme with Industry to support research, academic and knowledge exchange staff. | <ul style="list-style-type: none"> Mentoring scheme launched and evaluated | 8/2017 |

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

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| | 2015-2017 Future Actions | Success Measures | Deadline |
| 5 | To implement and support the Researcher Development Strategy and Action Plan 2015-18 | <ul style="list-style-type: none"> Actions implemented as per the plan and monitored via RDG | 8/2017 OSDU/RDP (ECD/CJ/GJ) |
| 5.1(a) | Develop provision to support good research conduct aligned with the Concordat to Support Research Integrity e.g. how to comply with the relevant ethical, legal and professional frameworks. (Researcher Development Strategy and Action Plan –action 7) | <ul style="list-style-type: none"> Build research integrity and ethics within CPD and PGCert programmes | 8/2017 RDP (CJ) |
| 5.1(b) | Review and implement the UK Research Integrity Office Code (UKRIO) and the Concordat on Research Integrity can inform the University of Strathclyde Research Code of Practice. | <ul style="list-style-type: none"> University of Strathclyde Research Code of Practice revised as appropriate | 08/2017 RKES (AMcF) |

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| 5.2(a) | Deliver SPARK Knowledge Exchange Pathway modules in pilot year and evaluate (HR Activity plan – action KE1). | <ul style="list-style-type: none"> Evaluation is undertaken and relevant recommendations and actions taken forward | 12/2016 OSDU (FC) |
| 5.2(b) | Develop a KE CPD programme with industry mentoring linked to PGCert KE pathway. | <ul style="list-style-type: none"> KE programme and mentoring programme launched and monitored through annual reporting | 9/2017 OSDU (FC) |
| 5.2(c) | Support University KE centres to ensure research staff have appropriate and inclusive access to learning and development opportunities (HR Activity plan – action 9). | <ul style="list-style-type: none"> Monitor numbers through annual reporting procedures | 12/2016 OSDU/RKES (FC) |
| 5.5(a) | <ul style="list-style-type: none"> Consult research staff on training needs and developmental provision during the transition of research staff developmental support from RDP to OSDU Continue engagement with the research staff community through focus groups and surveys as appropriate to provide feedback on all development programmes. | <ul style="list-style-type: none"> One to one consultations and focus groups are conducted to establish training needs Focus groups are undertaken, engagement is ongoing | 8/2019 OSDU (ECD) |
| 5.5(b) | Run focus groups with women in SET departments to determine support required for career development, report findings to appropriate committees and stakeholders and implement any career development actions as a result of focus group findings (Athena SWAN action 12). | <ul style="list-style-type: none"> Focus groups taken place Data collected and analysed | 12/2015 E&D (AMcL) |

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

| Clause | 2015-2017 Future Actions | Success Measures | Deadline/Lead |
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| 6.1(a) | Plan and run 'Diversity Week 2016'. To support new and existing staff and student experience and celebrate diverse population and communities within Strathclyde | <ul style="list-style-type: none"> The University engages with Diversity Week and provides relevant activities for staff and students | 3/2016 E&D (NA) |
| 6.1(b) | Ensure appropriate web links from OSDU webpage and RDP webpage to the E&D training webpage. | <ul style="list-style-type: none"> Web links are in place and updated where appropriate | 12/2015 OSDU/RDP (ECD/CJ/GJ) |
| 6.2 | Investigate collecting job family data for those taking the Equality and Diversity e-module, to allow reporting by staff groups | <ul style="list-style-type: none"> Analysis of participants by job family is undertaken if possible | 12/2015 E&D (NA) |
| 6.3 | Deliver personal and professional development activities to support staff whose first language is not English | <ul style="list-style-type: none"> Activities are piloted and evaluated | 12/2016 OSDU/E&D |
| 6.4(a) | Produce a 'Good practice guide on managing maternity/paternity leave support' guide and disseminate to all departments. Review on an annual basis (Athena SWAN action). | <ul style="list-style-type: none"> Good practice guide produced. Future surveys (e.g. Athena SWAN Survey 2017) include question for women who have taken maternity leave and results show positive experiences of departmental support | 8/2017 E&D (AMcL) |
| 6.4(b) | Cross reference both the 'Good practice guide on managing maternity leave support' and the 'Best Practice Guide for the Management of Research Staff' in webpages and documents (Athena SWAN action). | <ul style="list-style-type: none"> Guides are cross-referenced in all appropriate documentation | 8/2017 HR/E&D (ECD/AMcL) |

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| 6.4(d) | Continue to promote Flexible Working Policy, Shared Parental Leave Policy and Sick Pay Policy as appropriate (Athena SWAN - action 36). | <ul style="list-style-type: none"> Future staff surveys show increased awareness of these policies | 12/2017 HR Managers |
| 6.4(e) | Promote the UK wide shared parental leave entitlement to research and academic staff (HR Activity Plan & Athena SWAN action 35). | <ul style="list-style-type: none"> Policies are widely advertised and promoted at induction Uptake levels monitored | 8/2016 HR |
| 6.7 | Continue to offer 'Differing Cultural Awareness and Equality and Diversity e-module' to appropriate staffing groups (HR Activity Plan - operational excellence action 9). | <ul style="list-style-type: none"> E-module is offered, uptake monitored and reported. | 12/2016 E&D |
| 6.10(a) | Progress applications for all remaining SET departments to apply for Athena SWAN awards (Athena SWAN action 1). | <ul style="list-style-type: none"> Athena SWAN awards applications submitted by all SET departments by 2015/16 | 4/2016 E&D (AMcL) |
| 6.10(b) | Extension of Athena SWAN principles in scope and beyond STEM subject areas via participation in ECU's extended Athena Swan Charter Mark (HR Activity Plan - operational excellence action 21). | <ul style="list-style-type: none"> Support and encourage non-STEM depts. to apply for and attain AS. Depts. are processing applications | 8/2016 E&D (AMcL) |
| 6.10(c) | Support the institution and departments in activities that contribute to and enhance Athena Swan accreditation, and similar charters, through representation on appropriate groups and delivering activities aligned to the Equality and Diversity Agenda (Researcher Development Strategy and Action Plan – 12). | <ul style="list-style-type: none"> Relevant activities are provided | 8/2017 OSDU/RDP (ECD/CJ) |

Implementation and Review (Principle 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.

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| | 2015-2017 Future Actions | Success Measures | Deadline/Lead |
| 7 | Undertake a gap analysis for all Concordat Principles to inform the institutional HR Excellence in Research 2 year action plan for 2019-2021. | <ul style="list-style-type: none"> Gap analysis conducted | 8/2017 OSDU RDP/RDSC |
| 7.1(a) | Seek input and support from appropriate University committees regarding the progress and implementation of the HR Excellence in Research Action Plan. Provide 6 monthly updates and make any appropriate recommendations to the Researcher Development Sub-Committee, HR Director and OSDU Manager to ensure progression of activities. | <ul style="list-style-type: none"> Updates and action plan are included in committee agenda items (RKEC/Staff Committee) via appropriate groups such as RDSC | 9/2017 OSDU/RDP |
| 7.1(b) | <ul style="list-style-type: none"> Share the results of the 2015 CROS and PIRLS survey to appropriate audiences across the University Implement meetings between stakeholder units to communicate survey and reporting findings, in particular CROS/PIRLS, Equality and Diversity Reporting. | <ul style="list-style-type: none"> Report produced on CROS/PIRLS outcome and circulated to University depts. Reports provided to appropriate committees | 8/2017 OSDU/E&D |
| 7.1(c) | Retain European recognition for HR Excellence in Research. This will include six-monthly updates to RDG, a self-assessment every two years (2017) and external evaluation every 4 years (2019). Researcher Development Strategy and Action Plan – action 11. | <ul style="list-style-type: none"> Accreditation is successful Reports provided to appropriate committees | 8/2017 OSDU (ECD) |

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| 7.1(d) | Continue implementing the actions as specified in the HR Excellence in Research Action Plan and the Researcher Development Strategy 2015-2018. | <ul style="list-style-type: none"> • Actions implemented as per the plan and monitored via RDG | 8/2019 OSDU/RDP |
| 7.2 | Participate in the Careers in Research Online Survey (CROS) and the Principal Investigators and Research Leaders Survey (PIRLS) and (i) undertake a full analysis of the results (ii) use the results to make recommendations to RDG for positive improvements to the research community (iii) support faculties develop, implement and monitor local action plans (Researcher Development Strategy and Action Plan – action 55). | <ul style="list-style-type: none"> • Participate in surveys, outcomes are reported | 9/2017 OSDU (ECD) |
| 7.4 | Maintain a role in a number of relevant UK-wide initiatives for research staff led by Vitae and other external bodies, taking the lead on projects where appropriate. | <ul style="list-style-type: none"> • University engages with appropriate organisations and networks that support research staff career development. | 8/2017 OSDU/RDP |

2015-2019 4 Year Proposed Strategy

Principles 1 & 2 (Recruitment & Selection, Recognition & Value)

- To continue to implement, and improve where appropriate, the Policy for the Use of Fixed-Term Contracts.
- To ensure that research staff are represented consistently across the University.
- The Researcher Development Strategy and the HR Strategy (HR Activity Plan 2015) build on recognition of the importance of researchers, as set out in the Concordat.

Principles 3, 4 & 5 (Support, Career Development and Researchers' Responsibilities)

- To support research staff development in line with Researcher Development Strategy and Action Plan 2015-2018 and the University's strategic aims.
- To implement a cohesive development framework bringing all our provision together and mapping career stages with guidance, recommended accredited and non-accredited development activities.
- To develop and implement long-term evaluation processes for all institutional learning and development interventions for researchers, including online learning.
- To expand provision to include CPD programmes for Knowledge Exchange and Teaching & Learning, complementing the SPARK pathways.
- Continue to increase Research Staff engagement SPIRAL and the AAS.

Principle 6 (Diversity & Equality)

- To pursue accreditation for Athena SWAN Charter Mark for all University departments, with departments in all faculties to achieve an Award.

Principle 7 (Implementation and Review)

- RDG/RKEC and Staff Committee receive regular updates on progress on staff related matters and action plan.

Acronyms

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| ADR | Accountability and Development Review |
| CPD | Continuing Professional Development |
| CROS | Careers in Research On-line Survey |
| EDSC | Equality and Diversity Strategy Committee |
| E&D | Equality and Diversity |
| HoD | Head of Department |
| HR | Human Resources Directorate |
| JNCHES | Joint Negotiating Committee for Higher Education Staff |
| LFHE | Leadership Foundation for Higher Education |
| LERU | League of European Research Universities |
| OH | Occupational Health |
| OSDU | Organisational and Staff Development Unit (a division of HR) |
| PGR | Postgraduate Research Student |
| PRES | Postgraduate Research Experience Survey |
| PI | Principal Investigator |
| PIRLS | Principal Investigators and Research Leaders Survey |
| RDF | (UK) Researcher Development Framework |
| RDG | Researcher Development Group |
| RDP | Researcher Development Programme |
| RDSC | Researcher Development Sub-committee |
| SPARK | Strathclyde Programme in Academic practice, Researcher development and Knowledge exchange |
| SPIRAL | Strathclyde Programme in Research and Leadership |
| STEM | Science, Technology, Engineering and Mathematics |
| STEP | Strathclyde Teaching Excellence Programme |
| REF | Research Excellence Framework |
| RKES | Research & Knowledge Exchange Services |
| RKEC | Research and Knowledge Exchange Committee |
| RSA | Research Staff Association |
| USP | University Strategic Plan 2011-2015 |

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|------|-------------------|
| AMcL | Annie McLaughlin |
| AMcF | Alison McFarlane |
| CJ | Claire Jackson |
| ECD | Emma Compton-Daw |
| FB | Fergus Brown |
| FC | Fiona Conway |
| GJ | Gillian Johnstone |
| GM | Gabrielle Milson |
| KS | Kathleen Savage |
| NA | Naseem Anwar |
| SL | Susan Lynch |