

Review of Progress Concordat Action Plan 2019-2020

A and B. Recruitment and Selection, and Recognition and Value

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.

Action	Completion Target Date	Responsibility	Measure of success	Review of Progress
Launch Research Career Promotions Framework	July 2019	RIO	Successful engagement of research staff with the new promotions framework	<p>COMPLETED:</p> <p>The Researchers Career promotions framework was launched in Feb 2019 through targeted communications and workshops for research staff.</p> <p>A small number of applications were received in 2019 and 2020, and work is ongoing with HR to raise the visibility of the framework based on consultation with research staff about potential barriers to engagement.</p>
Form 'An agenda for change' working group to tackle issues emerging from the research career promotion framework consultation	Dec 2020	Prof Lead – Research Leadership	Barriers to promotion of contract research staff removed	<p>ONGOING ACTION:</p> <p>A working group was formed to identify issues of engagement with the research career framework, and its findings have been integrated into</p>

				our action plan against the revised Concordat.
Include Principal's Research Awards into university wide Above and Beyond Awards	July 2020	Engagement and Communications Partner, HR Engagement team	Integrate research awards into Above and Beyond for launch during AY19/20; achieve comparable numbers of nominations for Research awards compared with Learning and teaching awards	<p>COMPLETED:</p> <p>A Research award was integrated into the university wide Above and Beyond awards in April 2020.</p> <p>A smaller number of nominations for Research awards were received than for the LTA award, so the criteria have been reviewed for the 2021 awards.</p>
Run 'pulse' surveys in AY2018/19, and full employee engagement survey in 2019	Dec 2019	HRD, Deans, Directors of Professional Services	Actions identified in response to surveys implemented successfully	<p>COMPLETED:</p> <p>The University had previously carried an employee engagement survey every two years to help understand the key drivers for staff engagement.</p> <p>In AY2018/19 the University moved to carrying out monthly pulse surveys to track progress against the actions implemented from the 2018 survey, with the results being widely <u>communicated</u>.</p> <p>With the challenges presented throughout 2020 and into 2021, the University reconsidered how to capture staff feedback. After a review of various tools and practices, the University decided that the best approach would be to carry out short monthly surveys covering five key themes; health & wellbeing,</p>

				community & belonging, ways of working, communication and leadership & recognition.
Scope the development of 'exit survey / interviews' with research students and staff leaving the institution	Sept 2019	HRD and RIO	Decision made on use of exit surveys to inform HR and RIO policies	<p>COMPLETED:</p> <p>HR offer all staff the opportunity to complete an online exit survey and interviews are also carried out on request.</p> <p>Uptake of these options is low however, and insufficient data was being generated to inform policy making.</p> <p>Future plans include reviewing ways to improve engagement with this opportunity.</p>

C. Support and Career Development

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.

Action	Completion Target Date	Responsibility	Measure of success	Review of Progress
Roll out Research Leadership initiative	Dec 2020	Prof Lead – Research Leadership, RIO, HRD	Engagement of research staff with training; uptake of leadership opportunities by research staff	<p>REVISED ACTION:</p> <p>The University launched its <u>Inspiring Leadership programme</u> in 2019, which was initially aimed at all Grade 7-10 staff in the university but was widened to include Grade 6 staff.</p> <p>The 6 days of workshops were</p>

				<p>designed to provide support for those who either led or influenced university strategy, or were responsible for leading others, or leading research.</p> <p>11 cohorts of staff engaged during 2019-2020 with a further 3 scheduled cohorts that had to be cancelled due to covid-19.</p>
Run 'Grant Factories' targeted at particular funders (e.g. Carnegie, CSO)	Sept 2020	External Funding team, RIO	50% of attendees submitting grant application within six months of attending a Grant Factory course	<p>COMPLETED and ongoing:</p> <p>Grant writing workshops that ran in 2019 had 50% of applicants submit for research funding within one year.</p> <p>Due to staff being furloughed during covid-19 lockdown, the External Funding Team focused on providing individualised support to researchers applying or adapting research projects during 2020.</p> <p>Plans for further grant factories are in place for delivery during AY20/21.</p>
Create communications strategy for information relevant to researchers	Dec 2019	Senior Web Officer, RIO, Directors of Research	Increased uptake of resources (i.e. online training, engagement at events) and awareness of sector initiatives	<p>REVISED ACTION and ongoing:</p> <p>As part of the restructuring of RIO to RIE a wider review of communications and our website was scheduled to start in Jan 2020.</p> <p>Initial work was proceeding on the review but resource was then reprioritised in response to covid-19.</p> <p>Researchers are included in 'All staff'</p>

				emails receiving all central information about the activities of the university, and during covid-19 we have seen increased engagement by researchers with online training resources and events.
Create a PhD/ECR/Alumni network and use it to create case studies of research career pathways	Dec 2020	Researcher Developer, RIO, Alumni Office	Establish Alumni network during AY19/20; create 10 Alumni case studies by Dec 2020	RESCHEDULED ACTION: Initial planning for creating an alumni network had rescheduled the development of an alumni network into 2020. These plans were then paused as RIO focused on providing support to our research community during the Covid-19 disruption.
Communicate the new Public Engagement strategy	June 2019	PE Officer, PE forum, RIO	Updated PE strategy is embedded into the work of Schools and RIO	COMPLETED: The <u>Public Engagement Strategy</u> was approved in May 2019 by the Research Innovation Committee, and has been communicated out to Schools via the PE forum. PE activity is promoted through both RIO and School annual plans.
Create case studies of research supervisors, ECRs and PhD students who have gained Fellowship of HEA through ENRoute	Dec 2019	DLTE, RIO	Create 3 Associate Fellow and 3 Fellow case studies and communicate across the university (in TF journal, webpages, and email communications)	COMPLETED: Three case studies of PhD students who had gained Fellowship were showcased in our <u>18/19</u> and <u>19/20</u> ENRoute yearbooks, and an example of an ECR gaining fellowship was highlighted in our <u>Spring 2019 Teaching Fellows journal</u> .

Provide training on peer reviewing and provide opportunities for ECRs to become involved in internal peer review	Sept 2020	Leader Research Data Management, Prof Lead – Research Leadership	ECRs contribute to 20% of peer reviews during AY19/20	COMPLETED and ongoing: Peer review training for researchers was integrated in our wider Researcher Development Programme during AY19/20, however plans to involve ECRs in the formal peer review process were paused during Covid-19 disruption.
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D. Researchers' Responsibilities

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

Action	Completion Target Date	Responsibility	Measure of success	Review of Progress
Provide development opportunities for researchers to understand sector influences (REF, revised Concordat) on career	Dec 2020	Researcher Developer, RIO	Increased awareness of researchers responsibilities and sector initiatives; achieve sector levels of awareness (or above) in 75% of these categories from CROS and PIRLS data	<p>COMPLETED:</p> <p>We increased briefing sessions on sector information as part of our Researcher Development Programme and embedded information about Concordats into relevant training events.</p> <p>Understanding or knowledge of 10 out the 13 sector initiatives increased in our CROS 2019 data compared with 2017. In our CROS 2019 data we had above sector awareness for all initiatives (except for the ECU Race Equality Charter).</p> <p>For some initiatives we had significantly higher levels of researchers with understanding of these initiatives compared to the</p>

				<p>sector average :</p> <p>Researcher Development Concordat (25% ENU v16.8% sector)</p> <p>Research Integrity Concordat (25% ENU v 12.1% sector)</p> <p>HR Excellence in Research award (22.2% ENU v 10% sector)</p> <p>NCCPE (14.3% ENU v 5.5% sector)</p> <p>Vitae (51.9% ENU v 23.4% sector)</p> <p>Vitae's RDF (60.7% ENU v 22.4% sector)</p>
Develop framework that highlights researcher's responsibilities contained in various university policies (Research Integrity, Open access, Research Degrees framework, Open data, REF, WAM)	Sept 2019	RIO	Creation of a concise guide to researcher's responsibilities	<p>ONGOING ACTION:</p> <p>Due to the delayed timeframes for the publication of sector guidance (such as the revised Researcher Development Concordat and the Research Integrity Concordat) this action was rescheduled till after their publication.</p> <p>Initial scoping work had started in early 2020 but was then put on hold due to the Covid-19 pandemic.</p>
Raise awareness of the Time for Research and Staff undertaking PhD policies – for example through induction events	Sept 2019	Researcher Developer, RIO	Increased awareness of key policies;	<p>COMPLETED:</p> <p>These policies were introduced into activities run by RIO (such as inductions, career development workshops, 1:1 support). Institutional questions in CEDARS survey were planned to measure awareness, but due to lockdown we did not run CEDARs as planned in 2020.</p>

Create more opportunities for researchers to hear from external bodies – in particular funders relevant to ECRs	Dec 2020	EFT, Researcher Developer, RIO	Increased external funding applications from ECRs compared to baseline at Dec 2018	<p>COMPLETED:</p> <p>We have increased the number of workshops with external funders – including Carnegie Trust, EPSRC ECR opportunities, KTP workshops, and Royal Society of Edinburgh.</p> <p>Several planned face-to-face events were converted to online events during lockdown.</p> <p>Over 175 staff/students attended funding workshops during 2019/2020.</p> <p>Work during 2020 to analyse application rates from ECRs was postponed due to covid-19 pressures.</p>
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E. Diversity and Equality

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

Action	Completion Target Date	Responsibility	Measure of success	Review of Progress
Embed the Inclusion networks across the University (LGBTI+, Woman's, International, and Carer's networks)	Dec 2020	HRD	Continued growth of the current networks	<p>COMPLETED:</p> <p>The <u>staff networks</u> are visible across the university through regular communications and events for interested staff. They have contributed to our Inclusion weeks in both 2019 and 2020.</p> <p>The Carer's network held a Carer's Week in June 2019 and have provided guidance and support to staff with</p>

				<p>caring responsibilities during the pandemic.</p> <p>In August 2020 Edinburgh Napier became the first university in Scotland to receive a <u>gold award from the Ministry of Defence</u> that recognises its commitment to the armed forces community, and we have an Armed Forces network to provide support to both staff and students who are ex-service and those interested in supporting the armed forces community.</p> <p>In September 2020 we launched our new <u>BAMEish staff network</u> to create a space for Black, Asian and Minority Ethnic staff to feel visible, valued, represented, and culturally recognised.</p>
Carry out equal pay audit in 2019	July 2019	HRD	Results from survey	<p>COMPLETED:</p> <p>The <u>equal pay audit</u> and <u>gender pay gap report</u> were published in March 2019. Our mean gender pay gap for 2019 was 6.92%, falling from 7.24% in 2018 and well below the sector average of 14.3% in 2016/17.</p> <p>The University has also created a <u>gender action plan 2019-2022</u> which sets out our commitments to gender equality.</p>

Deliver actions from new 3 year Athena Swan Bronze action plan and continue to work on School applications	April 2019 (School applications)	Deans of Schools, Athena SWAN teams	Timely delivery of AS action and successful School applications	<p>REVISED ACTION:</p> <p>School applications were not submitted as originally scheduled for April 2019. With the sector review of the Athena Swan scheme, ULT chose to pause our engagement with the Athena SWAN Charter to allow some time to reflect on the final outcome of the AS review.</p>
Report on Equality Outcomes	Dec 2019	HRD	Equality Outcomes submitted as part of our statutory reporting requirements	<p>COMPLETED:</p> <p>The <u>Equality Outcomes 17-21</u> and our <u>Mainstreaming activities 2019</u> report have both been published.</p> <p>The report highlights work that has developed transgender guidelines for staff and line managers, gained Carer Positive (Engaged) employer accreditation, established a Chaplaincy service, and run training for LGBT+ staff and LGBT+Allies from Stonewall (Scotland).</p>
Embed consideration of Equality and Diversity issues during preparation for REF 2021 (during development of Code of Practice, Equality Impact Assessments and consultation practices)	Dec 2020	RIO	Equality and Diversity consistently and visibly considered during REF preparation	<p>COMPLETED:</p> <p>A series of Equality Impact Assessments (EIA's) were undertaken to meet the requirements of REF2021 and no equality issues became evident during that process.</p> <p>To meet REF2021 Code of Practice requirements, we procured the services of an external provider to deliver Equality and Diversity training</p>

				<p>to all decision makers involved in REF process. The feedback was extremely positive and as a result, the provider delivered training to wider staff groups throughout 2019 to address the demand for this training. The training incorporated both the legislative aspect of Equality and Diversity alongside Unconscious Bias.</p> <p>We have continued to conduct EIA's throughout the implementation of the Code of Practice criteria and on the pool of staff employed on REF census date and found no evidence of discrimination.</p>
Evaluate internal research funding competition in terms of gender balance, contract type, employment status	Dec 2020	RIO	Data available to identify imbalances that can be addressed	<p>RESCHEDULED ACTION:</p> <p>Due to RIO staff being furloughed/absent during 2020 due to the covid-19 lockdowns this action has been carried over to our new action plan.</p> <p>In Nov 2020 the Research Innovation Committee agreed the need for a policy on our principles for promoting and improving equal opportunities in relation to internal funding competitions which is due to be given final approval at the May 2021 committee.</p>

Develop robust HR data sets to inform Diversity and Equality initiatives and to assess progress	Dec 2020	HRD	Reliable and useful information available for Athena Swan, Equal Pay analysis and Inclusion teams	RESCHEDULED ACTION: Due to the significant additional work for HRD during 2020 (setting up furlough scheme and policies in response to covid-19) this action was reprioritised, and will be carried over to our new action plan.
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F. Implementation and Review

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.

Action	Completion Target Date	Responsibility	Measures of success	Review of Progress
Run PRES, CROS, PIRLS in 2019 Run PRES in 2020	June 2019 / June 2020	Researcher Developer	Achieving above 33% CROS response rate, above 20% PIRLS response rate, above the PRES 2018 response rate of 41%	COMPLETED: PRES, CROS and PIRLS were all run during 2019. 2019 response rates were 36% CROS (up 7%), 14% PIRLS (down 3%) and 31% PRES, (down 11%). Plans to promote and run both PRES and the new CEDARS survey were postponed as the University moved into lockdown in spring 2020 and paused all survey activity at that time. Plans are in place to run PRES and CEDARS in 2021.
Report results from PRES, CROS and PIRLS 2019 and actions taken to relevant university committees (RDC and RIC) and to the research community	Jan 2020	Researcher Developer, Planning and Intelligence Unit	Reports published and communicated	COMPLETED: The three surveys were run in 2019, and we made a decision to cancel PRES/CEDARS in 2020 due to the

				covid-19 situation. Following analysis of the data the survey results were discussed at Research Degrees Committee and the Research Innovation Committee.
Contribute to sector consultation on revised Concordat	Jan 2019	Researcher Developer, RIO	Institutional response submitted to consultation	COMPLETED: Edinburgh Napier contributed an institutional response to Vitae's consultation in Jan 2019; Head of Researcher Development also attend Vitae consultation events to feed in views and was a member of the CEDARS working group.
Incorporate changes to Concordat at sector level into our own Action plans as appropriate	Dec 2020	Researcher Developer	Review of Action plan achieved within 3 months of publication of revised Career Concordat	COMPLETED: We reviewed the new Concordat upon publication in September 2019 and became a formal signatory in December 2019.

Abbreviations:

AY	Academic Year
CROS	Careers in Research Online Survey
CEDARS	Culture, Employment and Development in Academic Research Survey
DLTE	Department for Learning and Teaching Enhancement
EFT	External Funding team
HRD	Human Resources and Development
PRES	Postgraduate Research Experience Survey
PIRLS	Principal Investigators and Research Leaders Survey
RDC	Research Degrees Committee
RIC	Research Innovation Committee
RIO	Research and Innovation Office (restructured to Research, Innovation, and Enterprise in Jan 2020)
ULT	University Leadership Team