

Concordat Action Plan 2014-2016

A. Recruitment and Selection

1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

Action	Completion Target	Responsibility	Measure of success
Develop a web based recruitment process utilising our HRConnect system	September 2015	HRD	HRConnect used in recruitment process
Review academic induction events to ensure research is included as part of the academic role	September 2015	APD, Researcher Developer	Whole academic role is covered during induction for lecturing staff
Review exit questionnaire data from researchers and identify if common themes emerge from leavers	December 2015	Diversity Partner, Researcher Developer	Identification of reasons for leaving
Review recruitment policy on the use of fixed term versus open ended contracts for research staff	March 2016	HRD, RIO	Appropriate use of open ended contracts
Maximise opportunities for recruitment of international researchers through use of EURAXESS to advertise research jobs	December 2016	HRD, Researcher Developer	Increase in applications from international researchers
Offer one-to-one development meeting for research staff as they approach the end of contract	December 2016	Researcher Developer	Uptake of one-to-one meetings
Continue one-to-one induction meetings with new researchers with emphasis on helping researchers navigate the university structure	December 2016	Researcher Developer	Increased integration of researchers into university at local level

B Recognition and Value

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	Responsibility	Measure of success
Review and implement new appointment, promotion and progression criteria for academic careers	September 2015	HRD	New criteria used in appointments during AY14/15 and promotions from AY15/16
Review Workload Allocation model (WAM) to ensure it supports our Strategy 2020	September 2015	HRD, Academic Lead - Deans	Appropriate workload allocation to allow staff to achieve aims of Strategy 2020 including an appropriate balance between teaching and research
Create a development plan to support the University's Strategy 2020 objective to increase the numbers of research active staff	September 2015	Researcher Developer, RIO	Support available for staff new to research
Complete employee engagement survey action plan	December 2015	HRD, Deans, Directors of Professional Services	Actions from previous survey successfully implemented and next survey planned
Review website representation of research activity to ensure adequate recognition of researchers contribution to University Strategy 2020	December 2015	Web redevelopment project team	Website that accurately reflects research activity and helps increase profile of our researchers
Support researchers to author papers at all stages of career and to understand sector developments in open access publishing	December 2016	Researcher Developer, RIO, Heads of School	Increase in publications authored by ECRs

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	Responsibility	Measure of success
Redevelop the Pg. Cert in Teaching and Learning in Higher Education to ensure it includes a research focus including research-teaching linkages and research supervision	April 2015	ASPEN, Researcher Developer, RIO	Increased coverage of research topics on the Pg.Cert course
Develop and provide events to support staff applying for research funding	June 2015	Researcher Developer, Research support staff, RIO	Increase in funding applications
Implement and support developmental needs arising from the new Public Engagement Strategy	June 2015	RIO, PE coordinating group	Actions from PE strategy successfully completed
Develop new Performance Development Review (PDR) process to support Strategy 2020	September 2015	HRD	New PDR processes in consistent use across the university
Publish development events schedule over full trimester so researchers can see frequency of events	September 2015	Researcher Developer, RIO	Increased uptake of training and developments at suitable points in researcher's career
Develop employability sessions for researchers	September 2015	Researcher Developer, RIO, Careers service	Uptake of events by researchers
Provide Coaching & mentoring available to staff identified through their PDR (as required for research leadership development)	Ongoing; review Dec 2015	CL&D APD	Coaching and mentoring taken up by staff who identified this need within PDR process
Develop academic leadership development and support opportunities which includes Research leadership	March 2016	APD, CL&D, RIO	Uptake of provision by research leaders

Review development opportunities available for staff to undertake PhDs and create a policy	March 2016	HRD, RIO, RDAB	Policy on equitable access to support for PhD studies by staff across the university
Develop career case studies to illustrate research career pathways	December 2016	Researcher Developer, RIO, Careers service	Case studies used by researchers
Enhance communications about external training and development opportunities to researchers	December 2016	Researcher Developer, RIO	Increased uptake of external opportunities such as Crucible, Beltane events
Review our use of technology to support research community building activities	December 2016	Researcher Developer, RIO	Appropriate use of technology that targets audience for communications
Create opportunities to show case the research activity from across the university	December 2016	RIO, Researcher Developer, Heads of School	Increased interaction between research active staff across the university
Use ENRoute scheme to help support researchers with appropriate experience to gain HEA fellowships	December 2016	APD, Researcher Developer, ASPEN	Engagement of PhD students, research technicians and early career researchers with HEA fellowship scheme

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	Responsibility	Measure of success
Continue to provide research integrity development	Ongoing; review June 2015	Researcher Developer, RIO	Increased awareness of research integrity issues
Devise and implement an academic mentoring scheme for all that encompasses the whole academic role and contributes towards the achievement of professional recognition, academic leadership and researcher development	September 2016	APD	Uptake of academic mentoring provision by researchers

Increase applications to Researcher-Led initiative competition	December 2016	Researcher Developer, RIO	Increased numbers of applications
Facilitate and support researchers to identify external opportunities for professional recognition e.g. working groups/committees, membership of professional bodies	December 2016	Researcher Developer, RIO	Increased external recognition of researchers
Continue to promote the use of Vitae's events and resources for researchers to engage with their own career development	December 2016	Researcher Developer	Attendance of researchers at Vitae events; uptake of resources

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	Responsibility	Measure of success
Agree and commit resources required to maintain university commitment to the Athena Swan programme	July 2015	University Leadership Team	Commitment of resources
Develop and facilitate effective communication strategies so that those that would benefit from development opportunities hear about them	October 2015	RIO, APD	Increased awareness of opportunities through targeted communications
Investigate opportunities for gender equality to feature as a theme in forthcoming University conferences related to research	October 2015	RIO, APD	Gender equality featured in conference topics
Review university policy on committee representation and propose and implement changes	October 2015	Governance services, Athena Swan team, Researcher Developer	Committees reflect diversity of workforce, are gender balanced, and with representation of researchers on appropriate committees

Carry out equal pay audit in 2015	December 2015	Diversity Partner	Results from audit
Investigate the benefits to applying for 'gender mark' and 'race mark' charter status	December 2015	Diversity Partner	Equality work extended beyond Athena swan remit
Devise plans for prioritising Athena SWAN departmental award applications	January 2016	Heads of the 4 STEM schools, Athena Swan team	Departmental plans towards Silver submission

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	Responsibility	Measures of success
Increase uptake in research surveys such as PRES, CROS, PIRLS	June 2015	Researcher Developer, RIO	Increased engagement with surveys against our 2013 levels
Report results from PRES, CROS, and PIRLS 2015 and actions taken to relevant university committees and to research community	October 2015	Planning and Intelligence unit, RIO, Researcher Developer	Report published and communicated
Review and refresh the concordat action plan on annual basis	December 2015	Researcher Developer	Updated plan in Dec 2015 and Dec 2016
Discuss Concordat Action plan and progress at Research Knowledge exchange committee twice a year	December 2016	Convenor of RKEC, Researcher Developer	Concordat is agenda item on appropriate committee
Benchmark Researcher Development activities via Vitae community, ScotHERD and US-RTSC	December 2016	Researcher Developer	Engagement with Researcher Developers across sector

Abbreviations:

APD	Academic Professional Development
ASPEN	Academic Strategy & Practice at Edinburgh Napier
AY	Academic Year
CL&D	Corporate Learning and Development
CROS	Career in Research Online Survey
HRD	Human Resources and Development
PDR	Professional Development Review
PRES	Postgraduate research experience survey
PIRLS	Principal Investigators and Research Leaders Survey
RIO	Research and Innovation Office
RDAB	Research Degrees Assessment Board
RKEC	Research and Knowledge Exchange Committee
ScotHERD	Scotland and Northern Ireland Researcher Developer group
US-RTSC	Universities Scotland Research Training Sub-Committee