

Review of Progress against Concordat Action Plan 2016-2018

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	Responsibility	Review of progress
Run Principal's Research Awards at University Research Conference	June 2017	RIO	<p>COMPLETED: The Principal's Research Awards were established and ran at the University Research conferences in 2016 and 2017.</p> <p>A similar level of applications were received for both years. A University-wide Above and Beyond awards scheme has now been launched and research awards will be incorporated into the wider awards scheme to increase their visibility and impact.</p>
Review online resources for induction and induction events to ensure research is included as part of the academic role	Sept 2017	HRD, DLTE, Researcher Developer	<p>COMPLETED: Induction was completely reviewed by HR during AY16/17 with new online resources and induction events. Events now run at least quarterly, with representation from a range of Professional services including RIO, to ensure research is covered during these events. Since the start of AY17/18 approx. 120 staff have attended a university induction event.</p>
Embed use of new PDR process 'My contribution' during AY 16/17	Sept 2017	HRD, Deans of School	<p>COMPLETED: MyContribution was rolled out during AY16/17. Data from the Staff Engagement survey indicated that by Feb 2018, 95% of staff had agreed SMART objectives with their line manager through the My Contribution process.</p>

Create plan to support the University's Strategy 2020 objective to increase the numbers of research active staff	Dec 2017	Researcher Developer, RIO	COMPLETED and ongoing: Increasing the number of research active staff has been incorporated into a number of strategic documents including Strategy 2020 , the three Research theme plans and School Strategy documents detailing actions to increase research active staff numbers. The annual corporate plan also has RIO objectives designed to increase the numbers of research active staff. Initiatives such as tailored funding support for ECRs, mentoring and allocation of research time have been implemented across the university to support research activity.
Develop a recruitment and talent management strategy for the University	June 2018	HRD	IN PROGRESS: New training for recruiters and panel members has been developed and rolled out by HR as part of its recruitment and talent management strategy. The online recruitment portal launched in 2016 has been embedded into the recruitment processes and new research positions are now advertised in more targeted locations than before. HRD have established reward and recognition initiatives such as the Above and Beyond Awards, as part of the development of talent management across the university, with further aspects being rolled out in 2018-19.
Implement actions from <i>Time for Research</i> initiative	Sept 2018	HRD – Lead for organisational change	COMPLETED: The Time for Research policy was approved by RIC in November 2017. Implementation at School level has included individual mentoring conversations, review of workload allocations, and creation of sabbatical opportunities.
Run employee engagement survey in 2017 and implement action plan	Dec 2018	HRD, Deans, Directors of Professional Services	COMPLETED: An employee engagement survey was carried out in early 2018. Analysis of the data established four themes for improvement; senior leadership, workload, communication and managing change which are now being addressed by working groups led by members of the University Senior Leadership team.

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	Review of progress
Add research supervision and PhD routes to our HEA fellowship scheme ENRoute during its reaccreditation process	June 2017	DLTE, Research Developer, RIO	<p>COMPLETED: The ENRoute fellowship scheme was successful reaccredited by the HEA with our submission being highly commended during review. The revised ENRoute includes opportunities for PhD students and research technicians to apply, and our Supervising Research Degree course provides a route for research active supervisors to gain evidence towards fellowship.</p> <p>Approx. 20 PhD students have received recognition for their teaching activity through ENRoute since AY2016/17.</p>
Run a 'Grant Factory' during 2017	Sept 2017	Researcher Developer, RIMs, RIO	<p>COMPLETED: An intensive 'Grant Factory' was run during 2017 allowing ECRs dedicated time to work on funding bids, with support from Research Innovation Managers and senior research active academics. 66% of participants have gone on to submit a funding application, and success rates are being monitored over time.</p>
Update our Public Engagement strategy with input from National Coordinating Centre for PE	March 2018	PE officer, PE forum	<p>IN PROGRESS: During summer 2018, our Public Engagement Forum as well as community partners have been updating our PE strategy, drawing on data from a university wide survey used to identify core PE strengths and challenges to PE. The revised strategy will be presented to RIC in spring 2019.</p>
Create an academic leadership development programme which includes research leadership	March 2018	HRD, DLTE, RIO	<p>COMPLETED and ongoing: A portfolio of activities on leadership has been developed aimed at academic and research staff. HR launched 'Inspiring Leadership' in 2017 – six days of leadership development available to Grade 6 upwards.</p>

			A Professorial lead for Research Leadership was created in 2016 and in collaboration with School Directors of Research and research staff reps has identified barriers/challenges to leadership. These are now being addressed in our next two year action plan to complement the development programme created by HRD.
Develop a policy on staff enrolment on research degrees as part of the wider Recruitment and talent retention strategy	June 2018	HRD, RIO	COMPLETED: The Research and Innovation Committee approved a policy on staff registering for PhD degrees at its November 2017 meeting. The policy is now being implemented within Schools.
Create a PhD/ECR alumni network and use it to create case studies of research career pathway	Dec 2018	Researcher Developer, RIO, Alumni Office	RESCHEDULED ACTION: Due to restructuring of some professional services (Careers/Alumni) this action will be taken into our next action plan.
Run a university-wide research conference and Leap into Research event once per academic year	Dec 2018	RIO, Researcher Developer, Heads of School	COMPLETED: A university-wide research conference and our Leap into Research event happened in both years. The events were attended by both research staff and students, with the conference having 80-100 people attending, and both were well received. They will continue to be an annual fixture in our researcher development programme.
Increase uptake of online Researcher development courses by contract research staff (CRS) and PhD students	Dec 2018	Researcher Developer	ONGOING: We have continued to increase our online courses as part of our researcher development programme, and have monthly WebEx lunchtime sessions which regularly attract both ECRs and PhD students. We have also invested in more externally produced videos on topics relevant to ECRs and have integrated these into our virtual learning environment. While numbers of participants remain small, we continue to raise awareness of online resources through email, newsletters, and to key departmental contacts.
Use new European U!REKA consortium to encourage ECRs to develop international networks	Dec 2018	International Office, RIO	COMPLETED: Three U!REKA conferences have now occurred creating international networks between the partner institutions with Edinburgh Napier hosting the 2017 conference.

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	Review of progress
Build opportunities for ECRs and PhDs to gain developmental experience of reviewing within internal funding competitions	Dec 2017	Researcher Developer, RIO	COMPLETED: ECRs and PhD students were involved in the last 2 rounds of Researcher Development funding review panels. We plan to continue this process for future panels, and have increased our training for grant reviewers at all career stages.
Provide development to researchers to help understand Open access, REF, open data agendas and responsibilities	Sept 2018	Researcher Developer, RIO	COMPLETED: Regular development events focused on open access, REF, and research data have been integrated into the wider researcher development programme. Activities from Library Services such as Open access week, and co-delivered Leap into research have increased opportunities for researchers to engage with these topics.
Continue to promote the use of Vitae's events and resources for researchers to engage with their own career development including continued use of the online development planner	Sept 2018	Researcher Developer	ONGOING: 2017 CROS data indicated a 10% increase in awareness of Vitae's RDF since 2015, and requests from ECRs for access to the planner have increased indicating an increased awareness of Vitae resources. We will continue to promote appropriate resources to support career development for our research community.
Devise and implement an academic mentoring scheme for all academic/research staff	Dec 2018	DLTE, HRD, RIO	REVISED ACTION: Mentoring opportunities are made available at School level and are supported by HRD brokered partnerships. Due to staff changes in DLTE, the development of a university wide scheme was reprioritised and focus is given to supporting local interactions. HRD maintain a bank of trained mentors and create partnerships based on an individual's needs identified through the My Contribution review process.

Create more opportunities for researchers to hear from external bodies (prof societies/bodies, developmental opportunities – Beltane, Crucible, funders)	Dec 2018	RIMS, Researcher Developer, RIO	COMPLETED: We have created more on campus events where external bodies have given overviews of their schemes and have seen good attendance by research active staff. Briefings from/about CSO, Carnegie, RSE YAS, Crucible, ODA and others have occurred during the last two years.
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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	Responsibility	Review of progress
Submit Athena SWAN departmental award applications and refreshed actions for institutional Bronze award	Schools - April 2017, University - Nov 2017	Heads of the 4 STEM schools, Athena Swan team	ONGOING: Our remaining STEM Schools submitted applications, unfortunately they were not all successful, and have been working towards a resubmission. Our School of Computing, and our School of Engineering and the Built Environment have held Bronze Awards since May 2017.
Run an Inclusivity week in 2017 with input on diversity and equality issues relevant to researchers	Dec 2017	DLTE, RIO	<p>COMPLETED: Inclusion week ran in 2017 from the 25th to the 28th September, and was open to all students and staff. Over 250 people signed up in total for Inclusion week events. Research relevant events included an editor's discussion on publishing in HE.</p> <p>The University also ran an 'Inclusion Special' in its weekly staff newsletter, to align with National Inclusion week in 2018.</p> <p>The 2017 Inclusion statement reiterated the University's commitment to creating an inclusive culture for all, outlining policies, procedures and values.</p> <p>The University has also created staff networks to increase inclusion. A carer's network, international network, LGBT+ network, and women's network have been created and opened as forums for discussion and support.</p>

Carry out equal pay audit in 2017	March 2018	HRD	<p>An equal pay audit has been performed for the years 2015-2017 and 2018 information is being reviewed currently. An equal pay statement was issued from 30th April 2017, outlining the University's aim to eliminate any pay bias, and findings from current data.</p> <p>The University set a number of Equality Outcomes in 2017, to be met by 2021, information on which is available in the Equality Outcomes 2017-2021 report. These continue to be reviewed to ensure progress.</p> <p>A report on gender pay gap information at the University was published in 2017, covering the period 2015-2017. This included details on hourly pay for all grades broken down by gender, and an analysis of findings.</p> <p>The University's Mainstreaming Equality Report 2017 was published, reporting on the overall equality and diversity data of the organisation, as well as the University's actions against this data. Information was also included on the University's future plans. https://www.napier.ac.uk/about-us/university-governance/equality-and-diversity-information</p>
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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	Responsibility	Review of progress
Run PRES, CROS, PIRLS in 2017	June 2017	Researcher Developer, RIO, Marketing / Intelligence Dept.	<p>COMPLETED: We ran all three surveys in 2017, and PRES again in 2018.</p> <p>We had a 29% response rate for CROS (5% above sector average) and a 17% response rate for PIRLS (4% below sector average).</p>

Report results from PRES, CROS, and PIRLS 2017 and actions taken to relevant university committees and to research community	Dec 2017	Planning and Intelligence unit, RIO,	COMPLETED: The three surveys were run in 2017, and we made a decision to run PRES annually from 2018. Detailed action plans and discussions at relevant committees followed an analysis of the data. Reports on the survey data and action plans were also communicated to relevant communities (PhD students, ECR forum, research staff representatives) through different channels.
Discuss Concordat Action plan and progress at RIC committee	Dec 2018	Convenor of RIC, Dean of Research, Professorial Leads for ECRs / Researcher Development	COMPLETED: The Concordat Actions plans and associated actions are discussed regularly at Research and Innovation Committee, and Research Degrees Committee. These committees have also been invited to contribute to institutional responses to recent reviews of the Concordat.
Maintain University involvement in sector response to Brexit etc. advocating for research activity / protection of research careers in current climate	Dec 2018	EU Funding Officer, Dean of Research and Innovation	COMPLETED and ongoing: The university set up a Europe Advisory group to monitor the sector environment and have held face-to-face meetings with staff, as well as regular All staff communications. The university has used its membership of interest groups (such as Universities Scotland) to advocate for the UK as a research career destination.
Use new Research Information Management System (Worktribe) to assess progress against the University Research KPI's	Dec 2018	RIO, Dean of Research and Innovation	COMPLETED: Worktribe data is being used to report on progress against KPIs at School and University levels on monthly/quarterly basis as required. In 2017 we also established a Cognos dashboard based on Worktribe data, to provide an interactive portal for any staff member to review appropriate data sets.

Abbreviations:

AY	Academic Year
CROS	Careers in Research Online Survey
DLTE	Department for Learning and Teaching Enhancement
HRD	Human Resources and Development
PDR	Professional Development Review (now known as My Contribution)
PRES	Postgraduate Research Experience Survey
PIRLS	Principal Investigators and Research Leaders Survey
RDC	Research Degrees Committee
RIMs	Research and Innovation Managers
RIO	Research and Innovation Office
RIC	Research Innovation Committee