University of Strathclyde

EU HR Excellence in Research Eight to Twelve Year Future Action Plan and Strategy

2019 – 2023

This document contains:

- **Actions for 2019 - 2021**
- **Strategy for 2019 - 2023**

This document contains the future action plans and overarching strategy relating to Strathclyde's EU HR Excellence in Research Award. This award recognises an institution's commitment to supporting the personal, professional and career development of its research staff through implementation of the Concordat to Support the Career Development of Researchers.

The actions in this plan have been generated from existing Institutional action plans (HR Activity Plan, Athena SWAN Action Plan), renewal of actions from 2017-2019 HR Excellence in Research action plan and generation of actions during the review process. Actions from existing institutional plans are referenced as such.

THE | UK Entrepreneurial University of the Year 2013/14 UK University of the Year 2012/13

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	Actions	2019- 2021 Success Measures	Deadline/Lead
1.2(b)	Continue to promote Strathclyde's participation in the HR Excellence in Research Award and the Concordat to Support the Career Development of Researchers	• Maintain 40% awareness of HR Excellence in Research Award in future CROS surveys • Maintain 50% awareness of HR Excellence in Research Award in future PIRLS surveys	06/2021 OSDU (ECD)/HR (MLH)
1.3(d)	Implement actions following the conclusion of the review of the utilisation of fixed term contracts	• Revised guidance communicated to relevant staff and published on University website. • Reduction in the proportion of research staff on fixed term contracts with over 4 years continuous service.	08/2021 HR
1.4(b)	Provide online Unconscious Bias online training for all staff and ensure that all members of recruitment panels complete the training (Athena Swan Action Plan - Action 2.2)	• At least 40% of staff have taken Unconscious Bias training by 2020 • Recruitment panel members have taken Unconscious Bias training before participating in interviews	08/2021 E&D (AMcL)

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	Actions	2019 -2021 Success Measures	Deadline /Lead
2.1(c)	Continue to provide opportunities for research staff to offer their views and ideas	• Undertake CROS surveys and maintain response rates above the national average • Undertake Values Survey every three years and maintain agreement levels at or above 90% • Researchers Group continue to provide representation and a range of engagement opportunities for research staff across the University	08/2021 OSDU (ECD) 08/2022 OSDU(JL) 08/2021 RG (Co-Chairs)
2.2(d)	Encourage increased uptake of staff exit survey, monitor outcomes and produce an annual report	Summary report considered by relevant committees and actions identified as appropriate	05/2020 HR (MF)
2.6(b)	Provide development provision for targeted funding/fellowship opportunities to support research staff career progression	• Opportunities identified and support delivered in line with opportunities as they arise • Attendance and evaluations monitored to determine baselines and future success measures	08/2021 OSDU (ECD)/RKES

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	**Actions**	**2019 -2021 Success Measures**	**Deadline /Lead**
3.1(a)	Continue to provide training through the SPARK,SPIRAL and Strathclyde Supervisor Development programmes	• Research Staff opportunities within SPARK, SPIRAL and the and Strathclyde Supervisor Development Programme are delivered in line with demand • Evaluations maintain high levels of satisfaction	08/2021 OSDU (ECD)
3.1(b)	Provide enhanced support for Early Career Researchers in light of the Concordat review (HR activity plan - Research Action 6)	• Support is reviewed in light of the new Concordat to Support the Career Development of Researchers and support enhanced as appropriate	08/2021 OSDU
3.3(b)	Ensure there are centrally funded places Aurora Women's Leadership Programme. (Athena SWAN action 17) and develop the Beyond Aurora alumni network to allow past participants to network and input into ongoing development of University women's leadership initiatives	• Research staff are able to apply for centrally funded Aurora places each year. • Beyond Aurora meetings and events are held and attended by past participants with members inputting into institutional women's leadership initiatives	08/2021 E&D (AMcL)
3.3(c)	Continue the VIRA pilot using the RDF for personal/professional development through SPARK and other avenues as appropriate	Research staff cohorts are successful in completing project activities and receiving the Vitae International Researcher's Award	08/2021 OSDU (ECD)
3.3(d)	Review outcomes and impact of StrathWide funding in relation to research outputs and recipient's career development	Reports on the outcomes and career development impact of StrathWide funding are reviewed	08/2021 RG
3.6(a)	Wellbeing action plan developed to support the launch of Thrive at Strathclyde	• Recruitment of Staff Health and Wellbeing Manager • Development of Action plan	08/2021 OHSaW

3(a)	Measure and take mitigating actions to minimise the implications of Brexit on current EU staff including provision of a range of appropriate support mechanisms (HR Activity Plan – Global Engagement Action 2)	• Continue to retain current EU staffing levels • Continue to monitor and take actions as appropriate	08/2021 HR

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.			
Clause	Actions	2019 -2021 Success Measures	Deadline /Lead
4.12(b)	Continue to provide training for research staff that teach through the PGCert in Teaching and Learning	• SPARK teaching and learning class is delivered in line with demand. Research Staff complete class and SPARK qualification • Research staff teaching classes are delivered by teaching staff in line with demand and satisfaction levels remain high	08/2021 OSDU (KS)
4.12(c)	Support research staff to achieve Associate Fellow/Fellow of the HEA through Strathclyde's accredited HEA pathways	Research staff achieve fellowships as appropriate to their teaching experience	08/2021 OSDU (KS)
4.13(b)	Support the Researchers' Group and existing research staff associations/networks	Researchers' Group maintains a sustainable membership and continues to provide representation and engagement opportunities for research staff	08/2021 OSDU (ECD)
4.13(c)	Researchers' Group provides representation for research staff consistently across the University	Research staff representation on relevant committees is monitored and maintained	08/2021 RG (Co-Chairs)

	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.		
Clause	**Actions**	**2019 -2021 Success Measures**	**Deadline /Lead**
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.	Training is provided through appropriate means to support research integrity training for research staff	08/2021 RKES (CC)/OSDU(ECD)
5.1(c)	Provide annual report on progress in relation to Strathclyde Research Code of Practice to RKEC and review Strathclyde Research Code of Practice every three years	• Progress relating to Strathclyde Research Code of Practice is reported on to RKEC annually • Strathclyde Research Code of Practice is reviewed every three years	08/2021 RKES (CC)
5.2(d)	Develop and Implement further professional CPD opportunities in relation to Knowledge Exchange (HR Activity Plan – Innovation and Impact Action 2)	KE CPD is delivered with new provision as appropriate and attendance monitored	08/2021 OSDU (SB)
5.2(e)	Continue to support development of Knowledge Exchange and Impact skills through Impact Champions.	• Research staff are appointed as Impact Champions • Engagement with funding and training opportunities monitored	08/2021 RKES (TK)
5.5(a)	Investigate methods to capture impact of research staff-related internal webpages	• Method identified to track use of webpages • Baselines measured and use monitored	08/2021 OSDU (ECD)

	Diversity and Equality (Principle 6). Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.		
Clause	**Actions**	**2019 -2021 Success Measures**	**Deadline /Lead**
6.1(d)	Plan and deliver activities throughout the year to support new and existing staff and students experience and celebrate diverse populations and communities within Strathclyde	The University provides relevant activities for staff and students throughout the year	08/2021 E&D (AMcL)
6.3(a)	Deliver personal and professional development activities to support staff whose first language is not English	Research staff continue to access support for those whose first language is not English and numbers are monitored	08/2021 OSDU (JM)
6.4(a)	Review maternity leave policy and implications for those on fixed-term contracts	Updated Maternity Leave policy and related family leave policies published.	12/2019 HR
6.10(c)	Continue to support departments to submit Athena SWAN applications	All departments to submit Athena SWAN applications	08/2021 E&D (AMcL)
6(a)	Impact Acceleration Account to take special focus on Equality, Diversity and Inclusion from April 2020 to March 2021	• Funding provided to short cross-disciplinary projects, with priority being given to research collaborations that show diversity in the team • All proposal review panel members to complete Unconscious Bias training and be aware of ED&I policies	04/2021 RKES(TK)

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.			
Clause	**Actions**	**2019 -2021 Success Measures**	**Deadline /Lead**
7(b)-	Review institutional support in light of the new Concordat to support the Career Development of Researchers and implement actions as appropriate	Analysis regarding institutional support for research staff undertaken in relation to the new Concordat Principles	08/2021 OSDU
7.1(f)	1) Share the results of the CROS and PIRLS survey to appropriate audiences across the University 2) Implement meetings between stakeholder units to communicate survey and reporting findings, in particular CROS/PIRLS, Equality and Diversity Reporting.	• Report produced on CROS/PIRLS outcome and circulated to University depts. • Reports provided to appropriate committees and action plans drawn up where appropriate	08/2021 OSDU/E&D
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.	University engages with appropriate organisations and networks that support research staff career development.	OSDU/RDP 08/2021

2019 – 2023 4 Year Proposed Strategy

Our strategy to support the career development of our research staff over the next two to four years will be heavily influenced by the new Concordat to Support the Career Development of Researchers (due to be published in September 2019) and related aspects of the Concordats for Research Integrity, Open Research Data and Public Engagement. We remain committed to the principles of the 2008 Concordat to Support the Career Development of Researchers over the next four years:

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.
- To ensure research staff have the opportunity to voice their opinion through a range of channels

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

- To support research staff development in line with: the University's People Strategy and Strategic Aims; Equality, Diversity and Inclusion Strategies; the new Concordat to Support the Career Development of Researchers; and the changing research landscape.
- To implement the researcher development recognition framework for the Vitae International Research Award.
- Continue to support research staff through the SPIRAL, SPARK and Supervisor Development Programmes.

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)

- Provide enhanced support for research staff career development in light of the new Concordat to Support the Career Development of Researchers
- RDSC/RKEC, the Researchers' Group and Staff Committee receive regular updates on progress on staff related matters including all researcher development activities and action plans.

D) Success Measures

Our success will be measured in terms of timely achievement of the actions as set out in the Action Plan. In addition, our success measures include the following:
- Evidence of progress/improvement in CROS and PIRLS data when compared with previous years
- Retention of institutional Athena SWAN Bronze and the submission for departmental Athena Swan Awards within all departments

8–10 year Future Action Plan 2019 -2021, University of Strathclyde EU HR Excellence in Research

Continued/increased engagement with development activities

Abbreviations

ADLR	Academic Development Lead (Research)
ADR	Accountability and Development Review
CPD	Continuing Professional Development
CROS	Careers in Research On-line Survey
E&D	Equality and Diversity
HoD	Head of Department
HR	Human Resources Directorate
OH	Occupational Health
OSDU	Organisational and Staff Development Unit (a division of HR)
PGR	Postgraduate Research Student
PIRLS	Principal Investigators and Research Leaders Survey
RDF	Researcher Development Framework
RDP	Researcher Development Programme (PGR-focused Programme in RKES)
RDSC	Researcher Development Sub-committee (formerly RDG)
RG	Researcher's Group
SPARK	Strathclyde Programme in Academic practice, Researcher development and Knowledge exchange
SPIRAL	Strathclyde Programme in Research and Leadership
SSDP	Strathclyde Supervisor Development Programme
STEP	Strathclyde Teaching Excellence Programme
REF	Research Excellence Framework
RKES	Research & Knowledge Exchange Services
RKEC	Research and Knowledge Exchange Committee
RSA	Research Staff Association

AL	Alison Locke (HR Manager, actions passed to MLH)
AMcL	Annie McLaughlin (Gender Equality Officer)
AMcF	Alison McFarlane (RKES Director)
CC	Claire Carroll (Research Policy Manager)
ECD	Emma Compton-Daw (Academic Development Lead (Research))
GJ	Gillian Johnstone (Organisational and Staff Development Adviser)
KS	Kathleen Savage ((Academic Development Lead (Teaching and Learning, SPARK Director))
MLH	Mari-Louise Hemming (HR Manager)
SB	Stuart Boon (Academic Development Lead (Knowledge Exchange))
MF	Mark Fothergill (HR Manager)
TK	Tanya Kay (IAA & Strategic Theme Project Manager)