**HR EXCELLENCE IN RESEARCH ACTION PLAN 2016-2018**

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| **2016-18 FUTURE ACTIONS** | **SUCCESS MEASURES** | **LEAD** | **DEADLINE** | **CLAUSES** |
| Review processes for tracking Researchers on short-medium term contracts in order to support continuity of employment and make necessary improvements. | Processes reviewed.  100% success rate in tracking the status of researchers on short/medium contracts and action being taken at the appropriate time. | Deputy Head of HR Business Solutions | Review completed March 2016  By end 2017 | 2.2 |
| Evaluation and review of Framework to Support Academic Practice and Excellence | Evaluation and review completed.  Data gathered on the implementation of the Framework.  Necessary changes and improvements made. | Associate HR Director | February 2017  December 2017 | 2.3, 5.6 |
| Review local (Faculty) implementation arrangements for the provision of ‘bridging’ funding to allow and support the movement of researchers on short-medium term contracts from one research project to another.  Put in place actions to ensure a consistently positive and systematic approach to this process. | Review completed.  Process and provision of bridging funding is consistently applied. | Head of Research working with Associate Deans for Research | Review completed by April 2016.  Necessary actions implemented by end of Summer term 2016. | 2.4 |
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| Develop research mentoring schemes institutionally targeted at groups such as mid-career researchers, women researchers and other groups | Mentoring schemes implemented.  Mentoring schemes model best practice.  Positive feedback from researchers.  100 mentoring pairs established | OD & Training Manager | May 2016  December 2017 | 2.6, 3.14 |
| Provide Coaching and Mentor training | All Professors trained in coaching and mentoring.  25% increase in the number of Research staff and students who access to coaching and mentoring | OD & Training Manager | September 2016  By December 2017 | 3.7, 3.14 |
| Development of a work-shadowing programme for ECRs. | Programme implemented.  Positive feedback from ECRs  12 work shadowing opportunities offered in first year | Head of Research | September 2016  September 2017 | 3.1, 3.4, 3.8, 3.10, 5.5 |
| Develop promotion workshops to help aspiring future senior Researchers prepare for interview and assessment during the annual calls for progression | Increased number of suitable applications to Professoriate Committee.  Improved quality of applications and better self-selection demonstrated by application to success ratio | Director of RKE and Associate HR Director, Valuing and Engaging People | In line with Professoriate Committee dates 2016 and 2017 | 3.10 |
| Career stories of more senior research staff to be utilised on the Career Pathways web page as a career development resource | At least two career stories added.  Research staff are aware of career paths taken by more senior staff.  Junior researchers have better awareness of possible routes to progression. | HR Project Officer | February 2016 | 3.2, 3.3 |
| Development of RKE induction podcast | Podcast available from University’s On-boarding webpage.  Positive feedback on induction from research staff. | OD & Training Officer with RKE Office | March 2016 | 3.6 |
| Research staff to be encouraged and enabled to attend committees. This links to an Athena SWAN Action to review processes for committee membership and promote access e.g. by self-nomination, shadowing deputies) | Better representation of research staff on committees and groups. Better understanding of University processes amongst research staff.  Increased influence of the Researcher voice.  10% increase in opportunities to attend committees | Director of RKE working with Governance and Secretariat and the Deans of faculty | May 2016  December 2017 | 3.13, 5.5 |
| Evaluation of the KIT arrangements and introduction of monitoring of KIT | University Executive promote the use of KITs in their areas  Improved experience for women returning to work after maternity leave  100% recording of KIT days in MyHR | E&D Manager and HR BPs. UEG | March 2016  December 2017 | 6.3, 6.4 |
| Issue manager guidance on KIT for women on maternity leave (Athena SWAN action) | Improved experience of return to work for women on maternity leave | E&D Manager | April 2016 | 6.3, 6.4 |
| Expand membership of the Implementation Group to include a ‘diagonal slice’ of research staff from across the University, from Contract Researcher to Professor, and at least one representative from an Athena SWAN self-assessment team. | New membership implemented.  Better informed actions as a result of increased representation of the views of research staff | Associate HR Director | February 2016 | 3.13 |
| Conduct CROS. | Institution takes part in CROS  60% engagement achieved  Survey results used to inform future activity | OD & Training Manager | 1 March 2017 | 2.6,3.2,3.4,3.5 |
| Develop a research programme that provides transferable skills training in research and entrepreneurship as well as career development advice | Programme developed  12 researchers on short/medium contracts take part in first programme | OD and Training Manager and Head of Research | Programme developed by June 2016 for introduction in 2016 Autumn Term | 3.1, 3.3, |
| Develop a strategy for nurturing ECRs post REF 2014 | Strategy implemented. | Impact and Engagement Manager | Strategy developed by February 2016 |  |
| Membership of the Steering Group to include at least one researcher representative from a faculty Athena SWAN Self Assessment Team | Membership extended. Improved outcomes as a result of broader membership | Associate HR Director | January 2016 | 3.13 |
| The Institutional Athena SWAN submission and action plan explicitly address clause 6.3 | Actions taken to address disincentives and barriers are set out in the Athena SWAN renewal submission | Associate HR Director | April 2016 | 6.3 |