

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

<b>PRINCIPLE 1</b>				
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research				
<b>Lead</b>	<b>Action</b>	<b>Contributing success measure</b>	<b>Delivery date</b>	<b>Clause</b>
ED&I	<p>The aim is that REF processes are fair and transparent:</p> <ul style="list-style-type: none"> <li>Carry out three Equality Impact Assessments (EIA) in accordance with the University of Dundee REF Code of Practice. This includes monitoring of eligibility and submission rate by gender, race and disability</li> <li>Investigate any issues which arise and action as part of REF2021</li> </ul>	3 EIAs completed. Any issues will be investigated and actions taken as part of the REF20201 process.	<p>May 2021</p> <p>To be reviewed at Career Development for Research Staff Steering Group (CDRS), date tbc.</p>	1.1
HR	<p>Review of university promotion criteria as part of Performance Framework and Action Plan priority for 2019/20. This action will be supported by:</p> <ul style="list-style-type: none"> <li>Implementation of revised promotion criteria covering researchers with opportunity for input provided by research staff to feed into consultations.</li> <li>Monitor outcomes and success rates following the introduction of the new criteria to identify any potential impact for different groups</li> <li>Development and implementation of a Probation Policy for research staff. This will be supported by consultation with research staff through Research Staff Forum (RSF)</li> </ul>	<p>Successful implementation of new promotion criteria.</p> <p>Review of promotion applications and success rates.</p> <p>Development of a Probation Policy for research staff. Probation Policy training will be provided to line managers within HR for Managers workshops which are delivered at School level</p>	<p>February 2021 for implementation of new promotion criteria and reviewed annually thereafter. Reviewed at CDRS April 2020.</p> <p>November 2020. To be reviewed at CDRS tbc.</p> <p>November 2020, reviewed annually. To be reviewed at CDRS tbc.</p> <p>November 2020, reviewed annually. To be reviewed at CDRS tbc</p>	1.4, 4.4

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

<b>PRINCIPLE 2</b>				
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				
<b>Lead</b>	<b>Action</b>	<b>Contributing success measure</b>	<b>Delivery date</b>	<b>Clause</b>
HR	Continue to monitor completion rates and improve communication of the requirements for research staff to undertake Objective Setting and Review (OSaR) discussions.	Annual review of completed OSaRs (HRE 2). Target of 90% completion of OSaR by research staff	First quarter of 2022. To be reviewed at CDRS November 2022.	2.1
HR	A revised OSaR process will be implemented for all staff including research staff as part of the development of an integrated Performance Management and Reward Framework.	Analysis of the quality of OSaR (HRE 3). Target to increase from 58% to 75% for research staff	First quarter of 2020. To be reviewed at CDRS August 2020.	
<b>PRINCIPLE 3</b>				
Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment				
<b>Lead</b>	<b>Action</b>	<b>Contributing success measure</b>	<b>Delivery date</b>	<b>Clause</b>
CDRS	The University 2019 Staff Survey which contains Careers in Research Online Survey (CROS) like questions specifically for research staff will run in late 2019. Analysis of results for research staff will be carried out by Organisational and Professional Development (OPD) and any issues or actions reported to CDRS.	CDRS members to raise outstanding actions that arise from the analysis of the 2019 staff survey	May 2021. To be reviewed at CDRS on a regular basis.	3.1, 4.4
CDRS	Plans for addressing issues recommended to CDRS. CDRS will agree key actions and assign a lead to each action. Additional measures may be added to this action following further analysis of results and subsequent engagement with research staff on outcomes via the RSF.			
CS	The Careers Service will run two Lunch and Learn sessions with members of the RSF to highlight the variety of career paths to research staff and the career development support available at the university.	Number of research staff attending Lunch and Learn sessions and review of feedback.	May 2020. To be reviewed at CDRS August 2020.	3.2
CfE	Centre for Entrepreneurship will offer training and access to financial support through the University-	Number of research staff applications to Venture competition	Applications of finalists in November 2019 and reviewed in	3.3, 4.4

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

PE	<p>wide "Venture" competition for high potential business ideas.</p> <p>Launch of a Public Engagement Network (PEN) will provide all staff including research staff more concentrated public engagement opportunities and support.</p> <p>Develop two case studies of research staff engaging in this forum and the impact of this for their Career Development.</p>	<p>Promotion of PEN to research staff by two articles within new Research Staff Newsletter.</p> <p>Two case studies of PEN will be developed</p>	<p>January 2020. To be reviewed at CDRS February 2020.</p> <p>December 2019 and annually thereafter. To be reviewed at CDRS January 2020.</p> <p>December 2019 and annually thereafter. To be reviewed at CDRS January 2020.</p>	
RADO	<p>Further development of the University wide localised research staff information drop in sessions with greater promotion of resources from Vitae. Research staff will also be provided information on career planning strategies and funding resources at these sessions.</p> <p>A launch of the revised Concordat to Support the Career Development of Researchers will be developed and used to highlight the national strategies of support for research staff. Revised dedicated research staff webpages will promote the Concordat and a University-wide event will be organised to celebrate the University's past achievements in supporting the Career Development of Researchers and its continued commitment to the Concordat to Support the Career Development of Researchers.</p>	<p>Number of research staff at drop in information sessions to be monitored and reported to CDRS</p> <p>Monitor the quality of the engagement of the researcher community.</p>	<p>November 2019 and annually thereafter. To be reviewed at CDRS December 2019.</p> <p>April 2021. To be reviewed at every CDRS meeting.</p>	3.5
HR  RADO	<p>The 2019 Staff Survey results will inform the revision of the induction checklist for research staff.</p> <p>Launch of University wide research staff inductions will provide all research staff the opportunity to meet colleagues from different Schools, and opportunity to network with other researchers. The inductions will also provide early exposure to</p>	<p>Review of data from Staff Survey results, and relevant actions taken as a result of review</p> <p>Launch of new research staff inductions with an aim of one-two per year. Attendance by research staff will be recorded and reported to CDRS. This activity will be monitored and</p>	<p>First quarter of 2020. To be reviewed at CDRS August 2020.</p> <p>May 2020, and reviewed annually thereafter. To be reviewed at CDRS August 2020.</p>	3.6

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

	colleagues from key research services such as Research and Innovation Services, Library and Learning and OPD. ED&I information such as harassment and bullying and Research Integrity will also be provided. The inductions will also provide the opportunity to communicate the University's professional culture, vision and values and emphasis on ongoing support for career development.	reviewed at the first event before scheduling future events.		
<b>PRINCIPLE 4</b>				
The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.				
<b>Lead</b>	<b>Action</b>	<b>Contributing success measure</b>	<b>Delivery date</b>	<b>Clause</b>
RADO	A pilot workshop on 'Supporting the Career Development of Researchers' will be developed and promoted to all research staff with attendance by line managers of researchers encouraged.	Engagement with new provision will be monitored and if successful will be embedded into OPD program	April 2020. To be reviewed at CDRS May 2020.	4.2
RADO	Development of a dedicated Research Staff Newsletter to act as a dialogue tool between research staff and the university. The newsletter will contain features such as 'You said we did', 'Did you know' and a summary of discussion from the RSF and the CDRS. It will contain case studies of research staff participating in mentoring, Public Engagement activities, and the outcome of consultations (see following action point).	Continue to develop the research staff newsletter with input on emerging needs of the community, including updates from all researcher development stakeholders.	January 2020, continually quarterly. To be continually reviewed at each CDRS meeting.	4.4, 3.3, 4.5
RADO	Development of a RSF with representation across Schools. The REO will engage research staff to develop the Terms of Reference for the group with an overall aim to enhance the working environment and support the career development of research staff. The RSF will become a supporting delivery partner of this action. Provisional objectives include: <ul style="list-style-type: none"> <li>Capture any issues or concerns so that the research staff community can be more clearly supported</li> </ul>	Development of RSF and a review of any outcomes or actions which emerge as a result. Two meetings planned per year in the first instance with sustained representation from across the university a priority  A review of any outcomes or actions which emerge as a result of conversations within the RSF. Actions raised and reviewed by CDRS. Communication of any actions agreed to be circulated within the Research Staff Newsletter	November 2019, bi-annually thereafter. To be reviewed at CDRS on a committee basis.  November 2019, To be reviewed at CDRS December 2020.	

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

VP- Research	<ul style="list-style-type: none"> <li>Build greater connectivity and opportunities for dialogue with existing committees and management groups such as Associate Deans of Research the University Executive Group</li> </ul>	A review of any outcomes or actions which emerge as a result of conversations with the RSF and with wider University governance. Progress reviewed at CDRS and subsequently communicated via the Research Staff Newsletter	December 2019, quarterly thereafter. To be reviewed at CDRS January 2020.	
RADO	Wider promotion of the Teaching, Research and Academic Mentoring (TRAM) scheme and the Professional Development Mentoring scheme (PDM) scheme via inductions to research staff through the development of case studies highlighting research staff transition journeys into areas of Professional Services.	Development of 3 research staff case studies made available on dedicated research staff webpages	January 2021. To be reviewed at CDRS tbc.	4.5
<p><b>PRINCIPLE 5</b> Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning. <b>Success Measure:</b> <b>Plan for activity linked to Staff Survey responses and activity take-up</b></p>				
<b>Lead</b>	<b>Action</b>	<b>Contributing success measure</b>	<b>Delivery date</b>	<b>Clause</b>
RADO	A workshop on Business Skills for Researchers will be delivered and promoted to all research staff. The session will explore transferability of research skills and careers in addition to academia.	Attendance at the workshop by research staff, alongside a review of feedback and subsequent revision of workshop to enhance quality if required.	March 2020. To be reviewed at CDRS April 2020.	5.2
ACG	<p>The University of Dundee has developed a range of resources to support responsible and ethical practice in research, which is designed to promote researcher awareness and engagement with research integrity (RI) issues. The learning material includes both face to face training and a suite of video-based modules. As a result of new requirements (i.e. GDPR), the RI training is being revised after which it will be relaunched. Activities around the promotion of training to RS will include:</p> <ul style="list-style-type: none"> <li>Promotion to research staff of online RI training and provision of additional localised support from Research Integrity</li> </ul>	<p>Completion of update to online RI training modules in line with the GDPR requirements.</p> <p>Promotion of both the online training and further support available from Research Integrity Leads.</p>	<p>December 2019 with annual review thereafter. To be reviewed at CDRS April 2020.</p> <p>August 2020 (with cross-promotion at appropriate events</p>	5.3

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

	Leads who are based within schools to provide supplemented support.		such as induction). To be reviewed at CDRS April 2020.	
HR	Continue to plan for opportunities which will arise from “Talent Management” capabilities of the OneUniversity integrated system to support skills development and planning for research staff.	Creation of a bespoke checklist for research staff on the One University System.	August 2020 (implementation date to be confirmed). To be reviewed at CDRS tbc.	5.5
RADO	To promote and encourage continual professional development of research staff, a Statement of Expectation guidance for Principal Investigators and research staff will be developed. The Statement of Expectation will set out the professional culture and practice of personal and professional learning at the University of Dundee for research staff. It will also outline the expectations of responsibilities for both research staff and PI’s.	Development and implementation of Statement of Expectation	December 2020, reviewed annually thereafter. To be reviewed at CDRS January 2020.	
<b>PRINCIPLE 6</b>				
Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers				
<b>Lead</b>	<b>Action</b>	<b>Contributing success measure</b>	<b>Delivery date</b>	<b>Clause</b>
ED&I	Enhanced promotion to research staff of the University’s commitment to equality: <ul style="list-style-type: none"> <li>Promotion of Athena SWAN, Stonewall and Workplace Equality Index and opportunities for research staff to participate with the schemes through use of internal communication</li> <li>Communication of equality opportunities and information to research staff through attendance at research staff specific events such as the Research Staff Breakfast Networking series and University wide research staff inductions</li> </ul>	Development of communication material targeted at research staff which will be distributed to research staff via the Research Staff Newsletter  ED&I to attend up to three research staff engagement activities in 2019/20 to communicate equality opportunities	October 2019 and annually thereafter. To be reviewed at CDRS November 2019.  First quarter of 2020. To be reviewed at CDRS April 2020.	6.3
HR	Suite of Work/Life Balance policies to be extended once EIA completed. The aim is to increase research	Analysis of numbers of research staff applying for flexible working arrangements, successful and unsuccessful applications, for research staff	September 2020 and annually thereafter. To be reviewed at CDRS tbc.	6.4

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

	<p>staff knowledge and understanding of family friendly policies and flexible working opportunities:</p> <ul style="list-style-type: none"> <li>Promote flexible working opportunities to research staff</li> <li>Monitor uptake and approval of opportunities by protected characteristics to identify and address any negative trends for research staff</li> </ul>	and the development of actions based on findings		
ED&I	<p>Mechanisms for addressing bullying and harassment and the support available to research staff will be promoted at research staff specific events such as the Research Staff Breakfast Networking series. This includes the following:</p> <ul style="list-style-type: none"> <li>Promotion of the mechanisms for reporting bullying, harassment and discrimination</li> <li>Guidance to Harassment Advisors and regular Advisors on any research staff related issues which may arise through conversations as part of the RSF</li> <li>Market Harassment Advisors more widely to research staff via specific initiatives such as the Research Staff Newsletter and engage with the new University wide research staff inductions and RSF</li> </ul>	<p>Review of 2019 Staff Survey results (specific questions on bullying and harassment)</p> <p>ED&amp;I to attend three research staff engagement activities in 2019/2020</p> <p>Monitor number of complaints and reasons for harassment cases by research staff category, and protected characteristics to identify and act on any trends as appropriate</p> <p>Inclusion of bullying and harassment information within induction material for research staff</p>	To be reviewed bi-annually, starting from April 2020 and to be updated to CDRS.	6.9, 4.4
<b>PRINCIPLE 7</b>				
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				
<b>Lead</b>	<b>Action</b>	<b>Contributing success measure</b>	<b>Delivery date</b>	<b>Clause</b>
CDRS	CDRS will undergo a further review of its remit and Terms of Reference. There will be a greater focus on collaborative efforts across stakeholders in supporting research staff. This will include the	Review of Terms of Reference and CDRS remit	November 2019. To be reviewed at CDRS December 2019.	7.1

University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

	incorporation of research staff (via the Research Staff Forum) as a supporting partner in the delivery of HR Excellence in Research actions.			
RADO	The 2019 Staff Survey in December 2019 will inform improvement areas in researcher development which will help support the focus of CDRS as it continues to review the progress of its activities.	Review of 2019 Staff Survey data to identify any key themes, trends and action if necessary. Report to CDRS.	May 2020. To be reviewed at CDRS August 2020.	
OPD	Write a strategic justification paper to the staffing committee to move the fixed term RADO post to an open-ended contract.	RADO post moved from fixed term to open-ended contract.	December 2020. To be reviewed at CDRS in August 2020.	



## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

Our **Key Success Measures** are the responses by research staff to the following questions which form part of our biennial Staff Survey. Our performance against these Key Success Measures may be measured at intervals between surveys. Our action plan and activity delivery measures will contribute to our performance indicated by our Key Success Measures. Key Success Measures and targets will be kept under review by CDRS.

HR Excellence in Research (HRE) Success Measure Reference	Staff Survey Question	% Research Community positive response 2015 (G7-10)	% Research Community positive response 2017 (G7-10)	% Research Community positive response 2019 (G6-8)*	Target and Date (Staff Survey December 2019)
HRE1	S13-4a I believe the University acts fairly with regard to recruitment.	90	91	92	Sustain at current level Measure 2019 Staff Survey
HRE2	S5-2 Have you had an Objective Setting and Review (OSaR) meeting in the last 12 months?	67	80	88	All eligible Researcher staff should have OSaR (90% completion by October 2018)
HRE3	S5-6 Did your OSaR meeting leave you feeling your work is valued by the University?	56	48	58	Improve to 75% positive. Measure progress 2019 Staff Survey
HRE4	S9-1 I feel fairly paid in relation to other staff at the University doing a similar job.	77	79	79	Sustain at current level Measure Staff Survey 2019
HRE5	S6-1 I feel that I am given the same opportunities to develop as other staff.	79	81	81	Sustain at current level Measure Staff Survey 2019
HRE6	S6-2 I am satisfied with my current level of training and development.	76	74	74	Improve to at least 80% Measure Staff Survey 2019
HRE7	S13-2 I am aware of the University's policies on Equality and Diversity.	98	99	94	Sustain at current level Measure 2019 Staff Survey

\*NB Research Grades split to G6-8 and G9-10. G7 training salary falls within the boundaries of the single pay spine of Grade 6 staff therefore G6 was referred to in the survey. In 2015 and 2017 Staff Survey Research was G7-10.

## University of Dundee, HR Excellence in Research Award –Action Plan 2019-21

### Abbreviations

ACG	Academic and Corporate Governance
CDRS	Career Development for Research staff Steering Group
CROS	Careers in Research Online Survey
CS	Careers Service
CfE	Centre for Entrepreneurship
ED&I	Equality Diversity and Inclusion
EIA	Equality Impact Assessment
HR	Human Resources
HRE	HR Excellence in Research Success Measure Reference
OPD	Organisational and Professional Development
OSaR	Objective Setting and Review
PDM	Professional Development Mentoring scheme
PODCO	People and Organisational Development Committee
REF	Research Excellence Framework
RADO	Researcher and Academic Development Officer
RSF	Research Staff Forum
TRAM	Teaching, Research and Academic Mentoring scheme
UEG	University Executive Committee
VP-Research	Vice-Principal (Research, Knowledge Exchange and Wider Impact)

### Career Development for Research Staff Steering Group Calendar

30 <sup>th</sup> October 2019
27 <sup>th</sup> November 2019
18 <sup>th</sup> December 2019
29 <sup>th</sup> January 2020
24 <sup>th</sup> February 2020
21 <sup>st</sup> April 2020

27<sup>th</sup> August 2020