

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

Clause	Lead	ACTIONS	Contributing Success Measures	Delivery date
<p>PRINCIPLE 1 Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</p> <p>Key Success Measures: HRE 1 (details of Key Success Measures and targets are given at the end of this table) HRE 4</p>				
<p>1.1 All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.</p>	E&D	<p>The aim is that REF processes are fair and transparent. Monitor REF:</p> <ul style="list-style-type: none"> • Carry out Equality Impact Assessment of processes - May 2018 • monitor eligibility and submission rate by gender, race and disability • If statistics indicate issues, investigate and develop plan to address these 	REF Submissions in line with eligible population numbers.	By 2020 May 2018 Annually in May
	HR	Ensure recruitment statistics are robust and enable analysis of research posts by taking steps to encourage increased staff disclosure of personal characteristics	Recruitment statistics enable tracking against protected characteristics.	December 2017 and continuing
	HR	<p>Report recruitment statistics to PODCO annually</p> <p>To have a comprehensive Recruitment Policy which reflects sector best practice and includes procedures and processes such as templates for interview selection.</p> <ul style="list-style-type: none"> • complete review of current Recruitment Policy and revise accordingly 	<p>Recruitment statistics indicate no bias based on characteristics</p> <p>Delivery of new Recruitment Policy</p>	<p>Annually in September</p> <p>May 2018</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

	HR	<ul style="list-style-type: none"> carry out Equality Impact Assessment on revised Recruitment Policy <p>Widen reach of recruitment advertising by broader use of social media and targeted channels.</p> <ul style="list-style-type: none"> Increased use of social media to support Recruitment. 	Metrics for new channels (hits, likes, shares)	December 2018
	HR	To ensure information for new employees is current by carrying out annual review of recruitment information, using University branding work.		Annually in July
<p>1.2 Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.</p>	HR	Embed updated Recruitment and selection procedures and training.	<p>Percentage of staff who have completed Equality and Diversity training.</p> <p>Analysis of Recruitment outcomes (Athena Swan data)</p>	<p>Annually to UEG and PODCO (Sept) with interim progress reports to Deans/Directors</p> <p>December 2017</p>
	HR	Report on an annual basis to PODCO on recruitment and selection statistics		
	HR	Continuation of roll-out of Employer Branding activities, working with External Relations on recruitment communications with applicants, including use of a bank of ‘Did You Know’ statements which can be tailored to the job category of the post. Job packs development in consultation with Schools/Directorates. With further review in December 2018 in light of further opportunities brought about by Business Transformation and introduction of new Recruitment system.		

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>1.3 Research posts should only be advertised as a fixed-term post where there is a recorded and justify able reason.</p>	<p>HR</p> <p>HR</p>	<p>The University is committed to maintaining continuity of employment for its staff as far as possible and to use fixed-term contracts only for transparent and objective reasons where there is a genuine fixed-term need.</p> <p>The University will carry out a quarterly audit of the use of fixed-term contracts across the University which will include equality data and will share the results with the campus unions with a view to closely monitoring fixed-term contracts across the institution and ensuring that these remain at a level that is acceptable to the University and its staff representatives. The University will avoid the successive use of fixed-term contracts and will transfer staff to open-ended, permanent contracts once they have completed four years' service, or earlier if appropriate. Where fixed-term contracts are used the University will ensure that staff are treated no less favourably than permanent staff and have access to permanent vacancies. If the use of fixed-term contracts does not significantly reduce to an acceptable level or there are equality implications the University will take action to address the situation and prior discussion will take place with the campus unions.</p>	<p>Number of fixed-term contracts.</p> <p>Analysis by equality data.</p> <p>Number of exceptions to policy of transfer to open-ended contracts</p>	<p>Every quarter</p>
<p>1.4 To assure fairness, consistency and the best assessment of the candidates' potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant recent training. Unsuccessful applicants should be given</p>	<p>HR</p> <p>HR</p>	<p>Include reference to unconscious bias in all HR materials related to recruitment. Ensure fair recruitment processes which are free from bias at all stages of appointment process and at all grades.</p> <ul style="list-style-type: none"> • Equality Impact Assessment will be undertaken to inform the review of recruitment process and policy. • All HR material related to recruitment processes will include reference to unconscious bias awareness. 	<p>Percentage of staff who have completed Equality and Diversity training.</p>	<p>By Sept 2019</p> <p>May 2018</p> <p>Sept 2017</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development.</p>	<p>HR</p>	<ul style="list-style-type: none"> Recruitment panel chairs will undertake unconscious bias training <p>As a minimum there will be at least one male and one female on any shortlisting /interview panel. Where staff profile does not permit this, the gender of the external representative can address the imbalance.</p> <p>HR will monitor composition of recruitment panels to ensure 100% of panel information is recorded</p> <p>Staff have a clear understanding of work-life balance policies in order that they can fully benefit from them</p> <ul style="list-style-type: none"> use Staff and other surveys to understand staff awareness of work-life balance policies take steps to encourage managers to discuss work life balance with staff as appropriate. <p>Increase in levels of applications for flexible working arrangements.</p>	<p>Make up of recruitment panels (Athena Swan data)</p> <p>Increase in numbers of applications and approvals for flexible working.</p> <p>Staff survey statistics on workload. 10% improvement in positive responses by 2019.</p>	<p>December 2018</p>
	<p>HR</p>	<p>Improve staff experience of work-life balance. Line-managers to have regular discussion with staff about work life balance as appropriate. Using the new workload model data and in conversation with staff, ensure no individual has an excessive workload.</p>		

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

		<p>Monitor impact of promotion workshops. Understand differences in promotion application and success in STEMM and AHSSBL Schools and take action. We support staff to apply for promotion and provide feedback for unsuccessful candidates. Deans to introduce extra feedback and, where appropriate, mentoring for staff who were unsuccessful in promotion application. Where appropriate, action plan for unsuccessful members of staff put in place to enable a stronger application at the next available round. Staff who are unsuccessful in promotion are supported to make appropriate career choices and potential applications for promotion.</p>	<p>Annual EQIA for promotion process and outcomes including analysis by job category grade and protected characteristics.</p>	<p>2017 onwards Annual Promotion cycle</p>
<p>1.5 The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organisation.</p>	E&D	<p>Aim that pay and grading for researchers is fair and in line with Job Evaluation criteria</p> <ul style="list-style-type: none"> • undertake biennial review of equal pay • Equal Pay Working Group to monitor equal pay gaps annually. • use analysis to identify unjustifiable differences and set actions to address them <p>Pay parity across research staff and other staff in non-research posts, undertaking a similar graded post.</p> <p>The criteria used at the University are contained within the Higher Education Role Analysis (HERA) job evaluation scheme.</p>	<p>Analysis of pay for Research categories compared with wider population.</p> <p>Analysis of fixed-term contract pay compared to those on open-ended contracts.</p> <p>Staff perception of fair pay through Staff Survey. (HRE 4)</p>	<p>April 2018 onwards</p> <p>April 2018 June 2018 and annually thereafter</p> <p>Staff survey 2019</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

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. Key Success Measures: HRE 2; HRE 3, HRE 4				
2.1 Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.	HR	Following a consultation exercise with members of UMG in light of Business Transformation, OSaR has been identified as a process requiring review in recognition that ‘one size does not fit all’ – opportunities therefore to tailor the paperwork and process to different job categories.	Number of OSaRs completed (HRE 2) Quality of OSaRs (HRE 4)	Review of process December 2018 Staff Survey 2019 Annually in July In accordance with business transformation project plan and by December 2018 at the latest
	HR	Review efficacy of Dean’s handbook.		September, annually
	HR	On boarding and off boarding processes will be standardised as an outcome of business transformation, forming a starting point for further development.		
	HR	Exit Questionnaire statistics are reported to PODCO once a year enabling an analysis of research posts and the impact of key factors such as ‘Brexit’.		
2.2 Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed Term	HR	Continue to review the use of fixed term contracts – see clause 1.3	As 1.3 above	Quarterly at Collective Consultation meeting with the Campus Unions

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>Employees (Prevention of Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.</p>				
<p>2.3 Research managers should be required to participate in active performance management, including career development guidance, and supervision of those who work in their teams. Employers should ensure that research managers are made aware of, and understand their responsibilities for the management of researchers and should provide training opportunities, including equality and diversity training, to support research managers in doing this. Institutions will wish to consider how research managers' performance in these areas is developed, assessed and rewarded, and how effectively this supports good research management.</p>	<p>HR/OPD</p>	<p>Ensure all line-managers who hold OSaRs have undertaken relevant training.</p> <p>See clause 2.1 – Review of OSaR</p> <p>See clause 2.1 – Review of Dean's handbook</p>	<p>Number of Managers who have attended training (report annually)</p> <p>Staff survey suite of questions on OSaR including HR2 and HR 3)</p>	<p>Annually in July</p> <p>Annually</p> <p>December 2018</p> <p>Annually</p>
<p>2.4 Organisational systems must be capable of supporting continuity of employment for</p>	<p>VP Research</p>	<p>The use of bridging funds to support research staff is implemented via the deans at a School level. (Refer to 2015-17 Action plan, Clause 2.4 for further information)</p>		<p>Ongoing review</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>researchers, such as funding between grants, other schemes for supporting time between grant funding, or systems for redeploying researchers within organisations where resources allow. Funders are expected to make it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective.</p>	HR	<p>Redeployment portal – redeployment opportunities are available before posts are advertised more fully.</p>	<p>Number of Research vacancies filled by internal candidates.</p>	<p>Integral part of recruitment and selection process</p>
<p>2.5 Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework.</p>	HR	<p>See clause 1.5</p> <p>The University is committed to pay progression in accordance with the Framework agreement. Information is published on the HR website and staff are notified of pay awards in the staff newsletter.</p>	<p>HRE 4</p>	<p>Annual review</p> <p>Staff survey 2019</p>
<p>2.6 Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage</p>	HR	<p>Merit Awards have just been expanded to include accelerated advancement. This has been re-introduced after years of absence and is recognised to be a more inclusive process for staff employed for shorter periods. This is reported annually to PODCO.</p>	<p>Numbers of staff applying for and successful in Merit Awards – analysis by job category and protected characteristics.</p>	<p>EQIA for Annual Review</p> <p>Annual reporting of statistics to PODCO</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

researchers are outlined in organisational HR strategies.				
<p>PRINCIPLE 3 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.</p> <p>Key Success Measure: HRE 5</p>				
<p>3.1 It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position. It is, therefore, imperative that researcher positions in the UK are attractive in themselves (and not, for example, solely as potential stepping stones to permanent academic positions). This requires that they provide career development which is comparable to, and competitive with, other employment sectors.</p>	OPD	<p>The University Staff Survey contains CROS-like questions specifically for Research staff run in late 2017.</p> <p>Further analysis of results for Research staff to be carried out and plans for addressing issues made.</p>	<p>Key Measures identified below.</p> <p>(Additional measures may be added following further analysis of results and engagement with staff on outcomes)</p>	May 2018
<p>3.2 A wide variety of career paths is open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that their culture supports a</p>	<p>CEE</p> <p>OPD</p>	<p>Careers Service will run a career transitions workshop to highlight the variety of career paths to research staff</p> <p>Centre of Entrepreneurship will highlight entrepreneurial opportunities to researchers.</p> <p>A business case will be submitted for a dedicated careers researcher developer to enhance our support for</p>	<p>Attendance Feedback on workshops by Research community</p> <p>Improved resourcing approved</p>	<p>December 2017</p> <p>Throughout 2017/18</p> <p>February 2018</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

broad-minded approach to researcher careers and that all career paths are valued equally.		researchers in this area		
<p>3.3 Employers, funders and researchers recognise that researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in whatever field they choose to enter.</p>	CE	Centre of Entrepreneurship will offer training and access to financial support through the University-wide "Venture" competition for high potential business ideas.	Numbers of Research community engaging with competition.	January 2018
	OPD	A Train the Trainer workshop opportunity has been extended to research staff who are interested in developing their facilitation skills.	Attendance by Research Community	December 2017
	OPD	New Public Engagement courses and facilitators currently under consideration for 2018/19 programme. New courses in place during 2018/19.	Attendance by Research Community Staff Survey will also identify areas Researchers feel are well served and where there is demand for further activity.	August 2018
<p>3.4 All employers will wish to review how their staff can access professional, independent advice on career management in general, particularly the prospect of employment beyond their immediate discipline base, or offering training and placements to broaden awareness of other fields and sectors.</p>	CEE	The Careers service will offer one to one confidential and impartial career guidance appointments for research staff	Attendance	Throughout September 2017 to June 2018

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>3.5 Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies should assist researchers to make informed choices about their career progression by ensuring that their own policies and processes for promotion and reward are transparent and clearly stated and that all researchers are aware of local and national career development strategies.</p>	OPD	Further development on this is subject to appointment of a dedicated careers researcher developer (see 3.2)		August 2018
<p>3.6 Employers should provide a planned induction programme for researchers, on appointment to a research post, to ensure early effectiveness through the understanding of the organisation and its policies and procedures. They should also ensure that research managers provide effective research environments for the training and development of researchers and encourage them to maintain or start their continuous professional development</p>	HR	<p>As part of the on boarding and off boarding processes there will be further work on tailoring induction checklists.</p> <p>Guidance to Managers on Career Development discussions through OSaR Process (Review December 2018)</p>	<p>Staff survey results – Questions on information to do my job, data protection awareness, H&S awareness, equality and diversity policy awareness.</p> <p>Numbers completed mandatory training</p>	December 2018
<p>3.7 Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those</p>	CEE	Career Service will run workshops within OPD provision on introducing the RDF as a Career management/ Professional development tool	Attendance numbers	February 2018 and May 2018

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

skills. For example, researchers may be given the opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.				
3.8 Employers also should provide a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers. All researchers should be familiar with such provisions and arrangements.	CEE OPD	Career Service activities will be promoted to research staff The Cross Institutional Early Careers Mentoring Scheme with the University of St Andrews is being rebranded and expanded. The new title is Teaching, Research and Academic Mentoring Scheme	Attendance Numbers of Mentoring Partnerships	September 2107 to June 2018 July 2017
<p>PRINCIPLE 4 The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</p> <p>Key Success Measure: HRE 5, HRE 6</p>				
4.1 Researchers should be empowered by having a realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices at the appropriate times. Employers should introduce appraisal	CEE HR	The Careers service will offer one to one confidential and impartial career guidance appointments for research staff. The Centre of Entrepreneurship will offer advice to researchers considering self-employment. The University's Objective Setting and Review meetings are offered to all research staff.	Take-up and feedback from Researchers Take-up and feedback from Researchers Numbers of OSaRs completed (see HRE 3, HRE 4)	September 2107 to June 2018 Annual Review of

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is important that researchers have access to honest and transparent advice on their prospects for success in their preferred career.				completion rates
4.2 Employers will wish to ensure that developmental activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not unduly disadvantaged when moving from one employer to another.	OPD	Workshops are offered on How to Secure a Lecturing Post: Application through Interview. The University also offer accreditation through its Postgraduate Certificate in Academic Practice in Higher Education (PGCAPHE) Programme as well as First steps in Supervisor Training workshops.	Take-up/Attendance	October 2017 Throughout each academic year
4.4 Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees.		The University has research staff representation across its committee structure.		
4.5 Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.		See clause 3.8		

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

PRINCIPLE 5 Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning. Success Measure: Plan for activity linked to staff survey responses and activity take-up				
5.2 Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole.	RIS	Commercialisation: RIS work with researchers to identify and realise opportunities for exploitation of their research outputs, thus developing their ability to identify opportunities going forward and learning how to exploit it. RIS staff also contribute to researcher development programmes provided by OPD.	Engagement numbers across Research Community.	Continuous – Reviewed annually
	RIS	DIIF (Dundee Interdisciplinary and Impact Forum) programme: This recently established programme is focused on culture change to develop researchers' ability to work in interdisciplinary teams and enhance impact from their research. The programme for the first half of 2017/18 has been established.	As above staff survey responses to development activities attended/required	Continuous – to be reviewed annually
	RIS	SUII (Scottish Universities Insight Institute http://www.scottishinsight.ac.uk/): UoD is a member of this collaboration between Scottish Universities aimed at furthering collaboration and engagement between researchers and wider society. is a vehicle for researchers to work in cross-institutional teams to develop KE networks and opportunities for their research.		Continuous – Reviewed annually
	RIS	SPICe (http://www.parliament.scot/parliamentarybusiness/research.aspx): RIS promote opportunities, such as the Scottish Parliament Academic Fellowship Scheme, for researchers to engage with Scottish Parliament and contribute to policy development.		Continuous – Reviewed annually
5.3 Researchers should recognise their responsibility to		(See 5.1 of University 4 Year Review)		

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge.</p>		<p>All research staff have access to the online research integrity training resource as referred to in clause 5.1.</p>		
<p>5.5 Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly, they should identify training needs and actively seek out opportunities for learning and development in order to further that career and take personal responsibility for their choices. Research managers and employers also have a responsibility to provide honest advice and appropriate structures, and to equip researchers with the tools to manage their own careers. Research managers should encourage research staff under their supervision to attend appropriate training and career development courses and events.</p>	<p>HR</p>	<p>Once the new University Business Transformation system is in place, a checklist can be created for researchers identifying skills required for current role and potential future roles to support skills development and career planning.</p> <p>The OSaR process is being reviewed (See clauses 2.1 and 3.6) - Research managers will give opportunities to research staff to discuss career and development opportunities as part of the annual review process.</p>	<p>HRE 2</p>	<p>August 2019 (implementation date to be confirmed)</p> <p>December 2018</p>
<p>5.6 Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated throughout the year in discussion with their research manager and mentor,</p>	<p>OPD</p>	<p>Further expansion of our current provision is dependent on the appointment of a new post for a Careers Researcher Development personnel (see 3.2)</p> <p>Current provisions through OSaR activities and Mentoring Partnerships as above.</p>		<p>August 2018</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>and that they commit themselves fully to all such activities. Researchers are encouraged to record their Personal Development Planning (PDP) and Continuing Professional Development (CPD) activities, a log of which may be presented to current and future employers as appropriate.</p>				
<p>PRINCIPLE 6 Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers Key Success Measure: HRE 1, HRE 7</p>				
<p>6.1 The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion. It also requires public bodies to take positive steps to promote equality, based on evidence and priorities, and to develop specific schemes and action plans related to gender, race and disability to address specific issues of underrepresentation or lack of progression.</p>	<p>E&D E&D</p>	<p>The University is fully committed to advancing equality and diversity and is demonstrated in the development of the enhanced Equality Outcomes Plan 2017-2021, published on 30 April 2017, which covers all the protected characteristics.</p> <ul style="list-style-type: none"> monitor and report on delivery of the Equality Outcome Action Plan on a quarterly basis to University Equality and Diversity Committee provide support to action holders to ensure understanding and delivery of actions <p>Our Equality Action Plan 2017-2021 is determined and shaped by identified priority areas such as: requirement of the PSED in Scotland in compliance with the Equality Act (2010) Scottish Specific Duties (2012); Alignment with University Strategy, Outcome Agreement; Engagement with key stakeholders, including Staff, Students, Equality groups, Trade Unions, E&D Committees, Deans, Directors and Students Association; Gathering and Monitoring of staff and student data; Staff, Athena SWAN, Gender</p>	<p>HRE 1, HRE 7</p>	<p>August 2017 onwards July 2017 onward</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

		<p>Projects, Stonewall (LGBT) Workplace Equality Index and related surveys. Examples of key activities to meet these are ;</p> <ul style="list-style-type: none"> • promote the use of Equality Impact Assessment, providing training, guidance and monitoring of the use of the process in the development of policies and activities • raise the profile of the equality agenda, through activity such as improving Equality and Diversity web site to reflect all aspect of equality activity undertaken and available in the University, including staff networks and disability support • submit applications for Race Charter Mark, Athena Swan Charter Mark and Stonewall Workplace Equality Index • improve data capture of staff to better understand any gaps in services or matters relating to gender, transgender, disability and race discrimination <p>Success will be an increased understanding of Equality and Diversity and an inclusive culture for all and will be measured by the use of qualitative and quantitative data and information.</p> <p>All actions in the Action plan and their associated timescales can be viewed at www.dundee.ac.uk/hr/equality</p>		<p>July 2017</p> <p>December 2017</p> <p>2018 and 2019</p> <p>2018</p>
<p>6.2 As is the case for society as a whole, UK research will benefit from increasing equality and diversity in the recruitment and retention of researchers.</p>	<p>HR</p>	<p>Increase our understanding of reasons for staff leaving UoD.</p>	<p>Reasons for leaving analysis.</p>	<p>Sept 2017 and ongoing</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.</p>		<p>Collection of data on leavers to increase to at least 50% by 2021. We will continue to promote this, through other approaches, such as exit interviews, to collect further information.</p> <p>nformation on reasons for leaving co</p> <p>Recruitment (see Principle 1 above)</p>	<p>Collection of data rate.</p>	<p>2021</p>
<p>6.3 It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups. We strongly recommend that all members of the UK research community actively address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately impact on some groups more than others.</p>	<p>E&D</p> <p>E&D</p> <p>E&D</p> <p>E&D</p>	<p>Aim for research staff to have access to support networks and are aware of the Universities wider commitment to equality, in order that they feel supported in their role.</p> <ul style="list-style-type: none"> • University to participate in equality charter marks, such as Athena Swan and the Stonewall Workplace Equality Index, to ensure that those from particular equality groups are taken account of • To promote participation on Athena Swan, Stonewall and Race Equality Charters widely across all staff and including research staff • To promote existing Staff Network Groups and develop new groups where required. • To continue to report updates from staff network groups through the University Equality and Diversity Committee. 	<p>Measures associated with named initiatives</p>	<p>Sept 2017 and ongoing</p> <p>Race Charter - 2018 Athena Swan – 2021</p> <p>Stonewall Equality Champion 2018</p> <p>December 2017</p> <p>Reports to E & D committee meetings on a quarterly basis</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>6.4 Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the “early career” period may be prolonged, and this may be a time where the risk of attrition from the research path is most acute. Working conditions should allow both female and male researchers to combine family and work, children and career.</p>	HR	<p>Aim for all staff, including research staff have knowledge of and access to family friendly policies and flexible working opportunities</p> <ul style="list-style-type: none"> • Review our current staff flexible working and family-friendly initiatives and identifying and implementing improvements. • Undertake Equality Impact Assessment as part of the review • Promote flexible working opportunities across all staff, including research staff • Monitor uptake and approval of opportunities by protected characteristics to identify and address any negative trends • Increase the representation of staff identified with certain protected characteristics such as BME, disabled, female and LGBT+ staff (with particular reference to recruitment, retention, progression and representation on Boards and Committees). 	<p>Analysis of numbers applying for flexible working arrangements, successful and unsuccessful.</p> <p>Staff survey responses in relation to these policies.</p>	<p>Sept 2017 onwards</p> <p>December 2017 and continuous</p> <p>December 2017</p> <p>From September 2017</p>
<p>6.5 It is important for employers to respond flexibly to requests for changed work patterns and to resist instant refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently.</p>	HR	<p>Increase support for staff before, during and after maternity/paternity/adoption leave.</p> <p>Increase number of managers having training about best practice regarding maternity/paternity/adoption leave. Continue to ensure managers receive maternity checklist.</p> <p>Investigate opportunities for networking/support events to bring together staff members and their families who are on maternity/paternity/adoption leave and for introducing informal parent and expectant parent buddying support</p>	As 6.4 above.	Dec 2017 and ongoing

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

		<p>Ensure use of “Return to Work” plan before leaving for maternity/paternity/adoption leave.</p> <p>Minimise disruption to career following break for maternity/paternity/adoption leave.</p> <p>Deans to work with A&R staff to identify priorities for returner’s contribution and career progression in their work load.</p>		
<p>6.6 Funders should continue to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity leave.</p>	E&D	<p>To ensure that funding mechanisms support good equality, diversity, and inclusive practice and that our objectives align with funding bodies expectations.</p> <p>UoD action - ensure that research funding and procurement have equality impact assessment in their processes.</p>		<p>Current and ongoing</p> <p>September 2017 onward</p>
<p>6.7 Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages. Diversity should be reflected on selection and evaluation committees. What is ‘representative’ will vary according to the nature of the institution and the academic research subject, but</p>	E&D	<p>Aim to have a balanced representation across all the protected characteristics in the staff and on committees.</p> <ul style="list-style-type: none"> Action - encourage wider completion of Staff Equality Monitoring procedures Prepare and publish a University Staff Profile Equality Monitoring Report every two years to identify statistical trends and benchmarking. Action - carry out analysis of staff data annually to identify improvements, gaps and problems and report to Equality and Diversity Committee <p>Ensure that panellists on committees, including recruitment and appointment panels, undertake specific equality and diversity training related to the function carried out, such as, Recruitment and Selection panel members or REF 2020 committees.</p>	<p>Analysis of make-up of staff.</p> <p>Staff survey results on Equality and Diversity questions “the University acts fairly with regard to ... “</p> <p>Completion rates for Equality and Diversity training.</p>	<p>April 2018 onwards</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below.</p>				
<p>6.8 Account should also be taken of the personal circumstances of groups of researchers. Examples would include researchers who have responsibility for young children or adult dependants, researchers for whom English is not a first language, older or younger researchers, or researchers with disabilities and long-term health issues. Employers and funders should change policies or practices that directly or indirectly disadvantage such groups.</p>	E&D	<p>To ensure that researchers with mitigating circumstances are not subject to detriment because of those circumstances.</p> <ul style="list-style-type: none"> • promote widely the role of the Mitigating Circumstances Review Group <p>Review annually the role and activities of the group to ensure no bias</p>		<p>December 2017</p> <p>Annually from April 2018</p>
<p>6.9 All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties.</p>	E&D	<p>To ensure that research staff are aware of the mechanisms for addressing bullying and harassment and the support available</p> <ul style="list-style-type: none"> • Revise Dignity at Work and Study Policy, which deals with all matters related to Harassment/Bullying/Victimisation • Promote means of reporting bullying, harassment and discrimination 	<p>Staff survey results (specific questions on bullying and harassment)</p> <p>Number of complaints.</p>	<p>April 2018</p> <p>January 2018 and beyond December 2017</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

		<ul style="list-style-type: none"> • set up training for Harassment Advisors and regular Advisors meetings to ensure they are confident in their role • Market more widely the Harassment Advisors and their role 		December 2017
<p>6.10 Employers should also consider participation in schemes such as the Athena SWAN Charter, the Juno Project and other initiatives aimed at promoting diversity in research careers.</p>	E&D	<p>The University is committed to further support and develop research staff through their careers as follows:</p> <ul style="list-style-type: none"> • promote and market existing and new staff networks widely • develop a Disability Staff Network and promote widely • revise equality and diversity web site to include awareness of staff networks <p>Since 2013, the University has actively participated in Athena SWAN, which has led to many of the STEM Schools achieving Bronze award.</p> <p>Participation in Charter Marks, such as The University is committed Athena SWAN, The Race Charter Mark, HR Excellence in Research and Stonewall Diversity Champions programme to ensure that policies, processes and procedures are fair, transparent and that best practice is replicated across the whole institution.</p>	<p>Success in applications for Athena Swan and other Awards at University and School/Directorate level.</p>	<p>October 2017 onwards</p> <p>Dec 2017</p>
<p>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.</p>				
<p>7.1 The implementation of the Concordat's principles will lead to greater integration of</p>		<p>The Staff Survey ran in late 2017, the results will be used to inform improvements in researcher development support. The internal and external evaluation processes</p>	<p>Review of Action plan progress through CDRS.</p>	<p>To inform OPD</p>

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

<p>researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.</p>		<p>provide a good opportunity to establish and review ongoing support for the career development of researchers. There continues to be research staff representatives on management committees.</p> <p>CDRS will drive and review the progress of our activities.</p> <p>Individual activities may also be reviewed by relevant special interest groups (e.g. Athena Swan steering group, Equality and Diversity Committee).</p> <p>Progress will also be reviewed through the University's management and governance structures including the People and Organisational Development Committee (PODCo)</p>		<p>2018/19 provision</p>
---	--	--	--	--------------------------

University of Dundee, HR Excellence in Research Award – Action Plan 2017-19

Key Success Measures:

Our **Key Success Measures** are the responses of the Research Community 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.

Success Measure Reference	Staff Survey Question	% Research Community positive response 2017	Target and Date
HRE1	S13-4a I believe the University acts fairly with regard to recruitment.	91	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?	80	All eligible Researcher staff should have OSaR (90% completion by October 2018). Measure annually at the end of each OSaR year (October) for each School.
HRE3	S5-6 Did your OSaR meeting leave you feeling your work is valued by the University?	48	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.	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.	81	Sustain at current level Measure Staff Survey 2019
HRE6	S6-2 I am satisfied with my current level of training and development.	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.	99	Sustain at current level Measure 2019 Staff Survey