

HR Excellence in Research Award – Action Plan 2015 - 2017: Action Plan arranged by key stakeholders

1. Key Stakeholder: Human Resources

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
Director of HR	1.1	Approval has been given for investment in a specialist post in HR with clear focus on resourcing. It is recognised that the University attracts researchers from all over the world and that for individuals coming to the UK, a higher level of support is often required.	Appointment of HR Officer (Resourcing).	HR Officer (Resourcing) appointee in post from 1 September 2015 to 31 May 2016. The vacant post was then reconfigured to that of HR Recruitment Officer in light of Business Transformation activity and the development of Target Operating Models. The appointee to the HR Recruitment Officer post commenced 04 January 2017.	December 2015
HR Officer (Resourcing)	1.1	The HR Officer (Resourcing) will develop and implement new recruitment strategies, create international linkages, and put in place support mechanisms for new starts, before and after joining the organisation.	Review of pre-employment information for new starts and development of a starter pack to welcome staff to the University highlighting contact details and support available.	The New Employee Handbook <a href="http://www.dundee.ac.uk/hr/policiesprocedures/newemployees/induction/">http://www.dundee.ac.uk/hr/policiesprocedures/newemployees/induction/</a> has been in operation since 4 May 2016 and was revised 1 October 2016. The handbook is regularly reviewed by members of the HR Officer team to ensure that it remains fit for purpose. The next full review date is 1 July 2017.	December 2016
Director of HR/ HR Officer (Resourcing)	1.1	Introduction of University wide Exit Questionnaire process.	University wide approach will replace local arrangements currently operating	The on-line Exit Questionnaire <a href="https://dundee.onlinesurveys.a">https://dundee.onlinesurveys.a</a>	Implementation of Exit Questionnaire October 2016.

				<a href="http://c.uk/university-of-dundee-staff-leaving-information">c.uk/university-of-dundee-staff-leaving-information</a> was piloted from March 2016 and continued in its initial format and process with effect from 1 May 2016. Following review in November 2016, additional steps in the process were identified to maximise return rates. These have been implemented with effect from January 2017 and a further review to measure the efficacy of the process will take place in September 2017.	
Director of HR/ HR Officer (Resourcing)	1.1		Information from Exit interview/questionnaire process will be monitored and reviewed at 6 month intervals with actions identified after each review.	The Exit Questionnaire results up to 31 July 2017 were reviewed with findings summarised, actions identified and reported to the appropriate Committee. A report will be provided to the September meeting of PODCO.	April 2016 and then at 6 monthly intervals
Director of HR/ HR Officer (Resourcing)	1.1	Now that the Welcome event is an established event for all new staff, including research staff, the University will develop further the local induction programmes held at School level to ensure they complement the University wide provision and that specific groups of staff such as researchers are provided with appropriate	Develop further local induction programmes to complement the University Welcome event to ensure that a consistent level of advice/support is given to new starts within the Schools/Directorates and to identify additional support where required.	Following consultations with key stakeholders, the School of Life Sciences have implemented, with effect from November 2016, a School Induction Checklist to help new researchers and their supervisors and other key stakeholders to plan specific induction activities, which	September 2016

		information and support to allow them to fulfil their potential in their respective roles.		relate directly to their role. The checklist is supported by Guidance for Managers. Following a pilot of the School Induction Checklist in the School of Life Sciences, this activity will be shared with other Schools and Directorates in June 2017. A Dean's handbook currently in development will highlight activities such as this which support the principle of Researchers Responsibilities. Following distribution of a draft Dean's handbook to Deans and their PAs for comment, the handbook will be launched in July 2017.	
Director of HR	1.2		Develop appropriate communication to support the induction programme in conjunction with the newly appointed Internal Communications Manager.	In February 2017, Marketing facilitated a session at the HR&OD Away Day called 'Recruitment Branding – The Conversation'. Following the mapping out the employer/employee conversation, Marketing are working on a suite of job packs and job applicant communications to be completed, following consultation with HR Officers, by end June 2017.	June 2017

HR Officer (Resourcing)	1.2	<p>A key responsibility of the new HR Officer (Resourcing) will be to review the University's current Recruitment policy.</p> <p><a href="http://www.dundee.ac.uk/hr/uodrecruitment/recruitmentpolicy">www.dundee.ac.uk/hr/uodrecruitment/recruitmentpolicy</a> in consultation with key stakeholders and to develop a new policy which supports the University's vision to become Scotland's leading University and to be celebrated internationally for the impact of its research.</p>	To update the University's recruitment policy.	<p>Following a review by the HR Officer (Resourcing) of the University's current Recruitment Policy, Recruitment Guidelines were published on the HR website in July 2016</p> <p><a href="http://www.dundee.ac.uk/hr/uodrecruitment/recruitmentpolicy/">http://www.dundee.ac.uk/hr/uodrecruitment/recruitmentpolicy/</a></p> <p>Associated recruitment activity guidelines at job category level along with advert templates have also been developed for promotion by HR Officers. The Dundee Uni jobs twitter account <a href="https://twitter.com/dundeeunijobs">https://twitter.com/dundeeunijobs</a> has been active since March 2016 and early stage application of utilising LinkedIn has been underway since February 2017.</p>	December 2016
Director of HR	1.3	Continue to review the use of fixed-term contracts in accordance with University policy, legislative requirements and best practice.	Reports are reviewed every quarter at Collective Consultation.	This practice continues and reports are reviewed every quarter at Collective Consultation meetings with each of the three recognised Campus Unions.	Quarterly

Director of HR/Head of E&D	1.4	It will be a minimum requirement for all staff chairing Appointment Committees /Recruitment panels to complete the revised equality training module on Recruitment and Selection once it is launched.	These requirements will be communicated to relevant staff.	These requirements are highlighted on the relevant pages of the HR website, i.e. Appointing Committee Guidelines <a href="http://www.dundee.ac.uk/hr/udrecruitment/committees">http://www.dundee.ac.uk/hr/udrecruitment/committees</a> And the on-line E&D Training modules <a href="http://www.dundee.ac.uk/hr/equality/training">http://www.dundee.ac.uk/hr/equality/training</a> This is evident in the Recruitment & Selection Policy and also covered in relevant staff OSARs.	January 2016  November/December 2017
HR/VP Academic Planning and Performance	1.5	The promotion procedure will be reviewed, streamlined and aligned with the new University structure (9 Schools).	The revised promotion procedure will be implemented.	The revised promotion procedure was implemented for the 2016/17 Annual Review <a href="http://www.dundee.ac.uk/hr/policiesprocedures/aracadres">http://www.dundee.ac.uk/hr/policiesprocedures/aracadres</a>	April 2016
HR/VP Academic Planning and Performance	1.5	Development of a fair and transparent remuneration and reward strategy for senior staff.	Draft policy to be submitted to Remuneration Committee for discussion and approval.	This was approved and implemented for the 2016 senior staff salary review <a href="http://www.dundee.ac.uk/hr/policiesprocedures/salaryreviewprocessforseniorstaff">http://www.dundee.ac.uk/hr/policiesprocedures/salaryreviewprocessforseniorstaff</a>	November 2016
HR	2.1	Re-run of the University Staff Survey in 2015. Results of surveys will be discussed at Career Development for Research Staff Steering Group (CDRS), The Research and Knowledge Exchange	Maintain and exceed baseline engagement with the University Staff Survey.	3383 staff were invited to participate in the 2015 survey and 1982 completed surveys were returned; as response rate of 59%. This compared to the 2013 survey when 3265 staff	December 2015

		Committee (RKEC) and HRC and actions agreed.		were invited to participate and 1947 were completed giving a response rate of 60%. A paper detailing progress to date which was presented at HR Committee in October 2016 was published on the HR website to provide an update to staff, together with the action plans submitted by each School/Directorate.	
HR/OPD	2.1	Review the OSaR paperwork to ensure that any training and development needs to be provided centrally are recorded and notified to OPD in the most effective way.	OSaR paperwork revised to clearly articulate how training and development needs are recorded and notified to OPD.	Objective Setting and Review (OSaR) paperwork was revised with a distinct training and development section including OPD contact details.	April 2016
HR	2.3	Bespoke OSaR training to be provided for appointments to new senior manager roles within the new Schools in the new organisational structure.		Staff in new roles in the new organisation structure have attended OSaR training provided on the OPD programme by way of a referral from their HR Officers.	April 2016
HR/VP Academic Performance and Planning	2.5	See 1.5 Review the effectiveness of new promotion procedures following the first two years of the new procedure and implement any changes to the process to support the new organisational structure.	See 1.5.	UEG and HRC received papers on Annual Review 2016 – Promotion of Academic and Research Staff for information. The procedure exemplifies the University's core values of 'excellence' and 'valuing people' by aiming to achieve timely recognition and reward of academic and research staff	April 2016

				<p>who are making first-rate contributions to the University's excellence agenda at an appropriate point in their career trajectory. The paper was submitted to the University Court for information. The revised promotion procedure was implemented for the 2016-17 Annual Review</p> <p><a href="http://www.dundee.ac.uk/hr/policiesprocedures/aracadres">http://www.dundee.ac.uk/hr/policiesprocedures/aracadres</a></p> <p>OPD identified actions, such as further supporting research staff associations, being progressed via a new 'Have Your Say' forum for research staff to take place on 21 April 2017 and revisiting University level staff forum options.</p>	
HR	3.6	On-going review of University wide and local induction (See 1.1) and pre-employment information.	A Projects Officer has been appointed from mid-October 2015 to work on specific HR Projects including development of online resources and a handbook for new staff.	As 1.1.	October 2016
HR	6.3	The University will bring together successful elements of the current Mitigating Circumstances groups into a policy based on best practice in order to tackle barriers to seeking promotion.	Policy will be published and circulated.	<p>The Mitigating Circumstances Policy, Procedure and Guidance was reviewed and published on the HR Website in September 2016</p> <p><a href="http://www.dundee.ac.uk/hr/a-z/">http://www.dundee.ac.uk/hr/a-z/</a></p>	September 2016

HR/E&D	6.8	Equality Impact Assessments (EIA's) will be carried out on all University policies which will highlight any areas of policy or practice that disadvantage any group of staff.	Training and follow-up support to be provided through the E&D office.	This has been met with partial success. Some EIA's have been carried out on relevant policies but it has not been embedded and mainstreamed throughout the University. This activity is planned to be rolled out throughout the University with the support of the new E&D Coordinator's in Schools/Services in 2017/18.	November 2017
HR/Deans/E&D	6.9	Dignity at Work and Study policy and procedures to be revised in alongside appointing a new set of bullying and harassment contacts.	Launch of revised policy and recruitment of Harassment Advisors.	Revised draft policy currently undergoing consultation. Expected to be approved later in 2017.	October 2017

## 2. Key Stakeholder: Organisational Professional Development

Lead	Clause	2015 – 2017 ACTIONS	Success Measures	Progress	Delivery Date
OPD	2.3	Developing Leaders Programme 15/16 is currently being developed with a new programme launching in January 2016 and running for 6-9 months.	Evaluation of impact of Developing Leaders Programme 14/15 and 15/16 programmes	Decision made to continue Developing Leaders Programme into 2016/17 with fourth cohort and revised programme in response to feedback	December 2016
OPD	3.1	Use CROS data from 2015 and 'What do research staff do next?' survey to inform ongoing provision of training and development for research staff.	Review survey engagement and feedback prior to yearly workshop programme to ensure scheduling of more targeted and tailored workshops in 2016/17	Actioned for 16/17 Programme	October 2016 and continual assessment and review
OPD	3.2	Continuous review of OPD training and development programme.	Continual quality assurance e.g. review of workshop feedback, observation and	Actioned for 16/17 Programme	May 2016 and annually



			subsequent enhancement of training provision for research staff.		
OPD/Careers Service	3.2	Benchmark against select universities with regards to provision of a dedicated careers advisor for researchers.	Proposal for dedicated Careers Advisor for researchers to be comparable with other HEIs.	Discussions initiated with the Head of Careers and Enterprise. Requirements discussed in Summer 2016 meeting and to be progressed in June 2017 once other posts are finalised.	June 2017
OPD	3.3	Continuous review of OPD training programme influenced by the University Staff and CROS surveys and Vitae's 'What do research staff do next?' will continue to inform the evolving programme of activities.	Continual review of OPD workshop feedback along with review of agendas and minutes of RSA meetings.	Offer of financial support for expert careers speaker for proposed Research Staff Conference, not progressed further due to lack of appetite for such an event amongst research staff in the School of Life Sciences	Annual and continual review and yearly report in September
OPD	3.6	OPD are currently working on the re-development of the University's Staff Development Policy and associated strategy which will reference the RDF and map against the UK Professional Standards Framework (UKPSF, 2011).	Staff Development Policy re-developed and approved by HRC.	The re-writing of the University Staff Development Policy has been delayed until October 2017 once the new integrated business systems is in place. There will also be a consultation period.	2017/18
OPD	3.7	OPD are currently working with an external consultant to develop and produce a visual resource for mentoring. This mentoring pocketbook will have contemporary content and visually connect with staff. It will have multiple themes and will encapsulate the developmental benefits and rewards of mentoring. This resource will be Open Access and will be shared	Production of mentoring resource, published on website and distribution in support of identified events.	A new booklet: <i>Mentoring, making the difference</i> and short video are now available on the OPD website: <a href="http://www.dundee.ac.uk/opd/otheropportunities/mentoringchemes">http://www.dundee.ac.uk/opd/otheropportunities/mentoringchemes</a> . Hardcopies have been issued to mentors in various schemes and used to complement training as appropriate.	March 2016

		with other institutes via the Mentoring CAMPUS initiative.		Between May 2016 - September 2017 there were 550 unique page views at <a href="http://www.dundee.ac.uk/opd/otheropportunities/mentoringschemes/">www.dundee.ac.uk/opd/otheropportunities/mentoringschemes/</a>	
OPD	3.7	Reformatting Developing Leaders Programme for 2015/16 and evaluation of revised programme.	Successful completion of revised programme and accompanying feedback.	A successful Developing Leaders Programme ran in 2015/16. The programme was revised following feedback and ran in 2016/17	December 2016
OPD/Vitae	4.2	Review the usage of the number of research staff using the new secure Vitae website with data provided by Vitae and review the effectiveness of these external resources for the researcher development unit and researchers at the University.	Provision of data provided by Vitae.	As at 2015/16 University of Dundee has 181 registered users of the Vitae Website. The 181 registered users generated 842 sessions in 2015/16	October 2016 and reviewed annually in October
OPD/ Research Policy Manager	5.1	Commission an external consultant to develop a series of six short films on Research Integrity to complement existing face-to-face provision.  Pilot promotion of and access to the online Research Integrity training and associated case studies. Auditing of completion of Research Integrity training by TMC.	Development of Research Integrity films.  Pilot undertaken and evaluated.  Yearly report of completion of Research Integrity training.	Actioned  Actioned  Procedure to record data is currently being developed. In Progress – Procedure being formalised and data collected is active.	September 2015  March 2016  Annually

### 3. Key Stakeholder: Equality and Diversity

Lead	Clause	2015 – 2017 ACTIONS	Success Measures	Progress	Delivery Date
Director of HR/Head of E&D	1.2	Continue to offer a wide range of recruitment and selection training to staff on the OPD programme, including offering online training options.	Introduction of revised online Recruitment and Selection training module.	This module is still current and made available to all those who want to access it. All recruitment panellists are required to undertake this training. This aspect of E&D training will be mainstreamed throughout the University with the newly established E&D Coordinators in Schools/Services. This will be measured by monitoring data on the uptake of this training.	Nov/Dec 2017
Director of HR/Head of E&D	1.2	Continue to offer a wide range of recruitment and selection training to staff on the OPD programme, including offering online training options.	Introduction of online Unconscious Bias training module for all staff.	Unconscious Bias training module has been introduced to senior level staff at the University. It will be made widely available to all staff in 2017/18.	Nov 2017
E&D	1.4	In addition all staff are required to complete the University E&D online training modules.	Completion rates of E&D training (including the revised Recruitment and Selection module to be reported and monitored through Deans/Directors and HR Committee.	There has been a concerted effort by the Deans/Directors in the University to get the staff to complete the mandatory training. This has resulted in a positive outcome with the impact resulting in doubling the number of staff completing the training from the previous report. To date current University completion rate stands at almost 70%.	Ongoing (every 3 months)

E&D/HR	1.4	To replace the current manual record, a system will be developed to collect and link information on the composition of Appointment Committees /Recruitment panels recorded on i-Grasp to the E&D online training modules completion records.	Mechanism will be developed that will allow reporting to Deans/Directors and HRC	Produce reports in the current format until the new business system is installed.	2017/18
E&D/VP Academic Planning and Performance	6.1	The University has committed to joining the Race Equality Charter Mark to advance race equality.	Member of the Race Equality Charter Mark.	University has approved the joining of the Race Charter, which was formally established by ECU in early 2016. Preliminary initiatives are undertaken to fully involve the University in pursuing this Charter Award (Race surveys, Establish self-assessment team, and action plan). Submit award application in 2017/18.	Sep/Oct 2017  To update in 2018
E&D/HR	6.1	All line managers and staff involved in recruitment and selection will undertake the new Unconscious Bias module to be launched in June 2016. This online training will be in addition to Equality and Diversity workshops already offered through the OPD programme of events.	Pilot of Unconscious Bias online module.  Launch of Unconscious Bias online module.	This will continue to be rolled out to all staff in the University.	September 2017
E&D/HR	6.4	Monitor uptake of flexible working and part-time working opportunities and various equality groups e.g. transitioning.	Regular reporting to the E&D Committee and HRC on number of people applying for flexible working and the number of informal and formal arrangements that are then put in place.	Identified as information/ workflow requirement on new business system.	Commencing November 2017

E&D	6.4	E&D groups/individuals to be established in each of the new Schools which will provide a mechanism to measure uptake of flexible working in each of the Schools by equality group.	Data collection methods will be established in each of the new Schools.	This will be a planned activity as part of monitoring all protected characteristics through E&D Coordinators in the Schools as well as Professional Services.	Annually starting April 2018
E&D	6.4	There will be a review of the new E&D Committees one year post restructuring to identify any gaps affecting various equality groups.	Implementation of any recommended actions.	Appointment of the E & D Coordinators has taken place during 2016/17. The existing Coordinators will remain in place pending review in 2018.	August 2016
E&D/Athena SWAN Steering group	6.4	Feedback from Athena SWAN survey to be used to develop specific actions to address any issues with flexible working.	Recommendations and actions from the Athena SWAN Steering Group to be considered and monitored by the E&D Committee and HRC.	University of Dundee – 2016 Athena SWAN staff survey data were analysed and discussed at Athena SWAN Executive group. Schools’ Athena SWAN groups tasked with identifying areas for action. Relatively low return rate means survey data have been treated as indicative data and are to be used in collaboration with UoD staff survey data. Data from both surveys to be used to inform “departmental” level and institution level applications and action plans. Annual UoD Athena SWAN survey scheduled again for 2017. Lack of awareness of flexible working policies has been highlighted and this has been communicated with Director of HR & OD and further action in place to raise awareness via internal comms (in addition to actions already taken such as promoting via Athena SWAN newsletter).	2015/16

E&D	6.7	Ongoing evaluation of E&D on-line training and appropriate specialist workshops embedded in 15/16 OPD programme.	Regularly reviewed at various E&D Committees for relevancy.	Modules are reviewed and evaluated based on ongoing feedback from staff and for any legislative changes.	E&D Committees meet 3/4 times/year
E&D	6.7	Development of a revised E&D monitoring form.	Revised E&D monitoring form to be made available to all staff to allow monitoring of all equality groups.	Currently, this new form has been used in our recruitment processes and also collecting information on various formal University Committees.  New form has been approved by the E&D Committee and various other approval processes to embed in collecting staff profile. This process is expected to be rolled in early 2018.	December 2015  April 2018
E&D	6.7	E&D annual staff profile reports to include staff role and grade by equality group to analyse the proportion of staff at each level.	Report published on University/HR webpage.	This is a statutory requirement of the Public Sector Equality Duty (PSED). To be published every two years. A report was published on 30 April 2017.	April 2017
E&D	6.9	Develop and pilot a Bullying and Harassment workshop for relevant staff.	Workshop developed and delivered.	NOT ACTIONED	

E&D	6.10	Athena Swan has been expanded to support individuals of any gender. The university will work towards achieving the aims of the Athena Swan charter.		<p>5 Schools – STEMM – Science. Technology. Engineering, Maths, Medicine. This incorporates University Schools of Medicine, Dentistry, Nursing &amp; Health Sciences, Centre of Anatomy &amp; Human Identification and Life Sciences which all have the Athena Swan Bronze Awards.</p> <p>The University of Dundee Bronze Award submitted, confirmation will be August/September 2017.</p> <p>Refer to University of Dundee Athena Swan submissions and Awards  <a href="http://www.dundee.ac.uk/about/athenaswan/aboutathenaswan/">www.dundee.ac.uk/about/athenaswan/aboutathenaswan/</a></p>	Ongoing
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#### 4. Key Stakeholder: Vice Principal Research

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
VP Research, Knowledge Exchange and Wider Impact	2.4	We will maintain and build access to bridging funds for research support, using sources that include the Wellcome Trust ISSF, and other embedded resources. We will ensure that regular objective setting and review identifies, at an early stage, instances where personal salary or research support is coming to an end, and offer supportive action.	Monitor the number of staff requiring support in the form of bridging funds.	<p>Relevant stakeholders were contacted to determine if School of Life Sciences/Medicine have used any ISSF funds.</p> <p>These Schools continue to have access to and make use of 'ISSF Flexible Funding Allowance'.</p>	<p>Ongoing review</p> <p>(last update provided in May 2017)</p>

Associate Deans Research/ VP Research, Knowledge Exchange and Wider Impact	3.3	Scope extending existing mentoring arrangements within the University to researchers.	Discussion with VP Research on policy and process.	OPD Training and Development Officer was appointed in January 2017 and will have oversight of existing and proposed mentoring schemes	October 2017
Associate Deans Research/VP Research, Knowledge Exchange and Wider Impact	3.6	Ongoing review of research environment as the University moves from 4 Colleges to a new structure of 9 Schools.	Training and development will be embedded in research strategies of new Schools.	Following restructuring a new University Research and Knowledge Exchange Committee has been formed comprising Associate Deans from all 9 Schools. The new Career Development for Research Staff Committee (CDRS) reports into this Committee.	December 2016
VP for Research, Knowledge Exchange and Wider Impact/OPD	3.8	The Researcher Development Strategy will be led by the VP for Research, Knowledge Exchange and Wider Impact and will ensure that the policies set out in the links shown above are implemented. In particular, during OSaR meetings the opportunity will be taken to ensure that all research staff have appropriate mentorship in place, especially for those in early stages of career development.	Publication of new Researcher Development Strategy and promotion as appropriate.	This will be an action to be included in the 2017-19 Action Plan - Researcher Development to be included in the new 2017-22 University.  The University is taking proactive measures to ensure 100 % uptake of OSaRs for research staff. The School of Life Sciences has more frequent, less formal meetings and HR are currently working to merge the two processes	June 2017
VP for Research, Knowledge Exchange and Wider Impact/Director of HR/OPD	3.9	Further promote the University's ongoing commitment to support the career development of researchers via a letter from the Vice-Principal of Research, Knowledge Exchange and Wider Impact and Director of HR to be	Communication to all researchers and research managers highlighting key areas in researcher development.	A Research Staff Forum event "Have Your Say" took place on 21 April 2017. This event looked at challenges that face research staff and empowered them to look at solutions and actions	October 2017



		sent to both researchers and research managers.		they would take or highlight to the relevant committees. Actions from this event will be submitted as a paper to the September 2017 CDRS Group.	
VP for Research, Knowledge Exchange and Wider Impact/Associate Deans Research/OPD	4.5	Raise awareness of existing mentoring opportunities for Research Staff.	Continuation of Early Career Academic mentoring scheme and introduction of appropriate mentorship for those in early stages of career development (Refer to clause 3.8).	OPD Training and Development Officer was appointed in January 2017 and has oversight of existing and proposed mentoring schemes.	October 2017
VP Research Knowledge Exchange and Wider Impact	5.5	RKEC, led by the VP Research Knowledge Exchange and Wider Impact, works to ensure that there is provision of appropriate training and career guidance for research staff through internal events and support to attend external opportunities. The University participates in Scottish Crucible, which provides the chance for researchers to develop enterprise and interdisciplinary skills.	Strengthen links between RKEC and OPD with regular information being submitted to RKEC.	OPD are invited to RKEC to speak as appropriate, and via Career Development for Research Staff (CDRS) committee papers on activity specifically around research staff activity. (also see clause 7.1)	RKEC meets throughout the year to review
Chair of the University Concordat Steering Group	7.1	Following University restructuring in 2015/16, the composition of the Concordat Steering Group will be reviewed by RKEC and membership modified.	Concordat Steering Group will have new members to reflect new School structure.	In 2016 the Concordat Steering Group was replaced with a new group, Career Development for Research Staff, with new membership ( <a href="http://www.dundee.ac.uk/hr/hrexcellenceinresearch">www.dundee.ac.uk/hr/hrexcellenceinresearch</a> ). This new group is chaired by VP Research and is scheduled to meet four times per year.	March 2016

Chair of the University Concordat Steering Group	7.1	The Concordat Steering Group will report annually to URC and RKEC.	Yearly report submitted to RKEC and HRC.	The minutes from quarterly CDRS meetings are submitted to RKEC.	Annual report
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## 5. Key Stakeholder: Careers Service

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
Career Service/OPD	3.4	OPD to work with Careers Service to help promote other careers related activities to provide more diverse opportunities available for research staff.	Increase in researcher awareness of wider career related opportunities and collation of information with OPD metrics to provide an overview of opportunities.	<p>Information sent to OPD for promotion on specific careers events. Events also on University wide channels (e.g. what's on newsletter for staff and postgraduate researchers).</p> <p>Actioned - distribution of relevant Researcher Bulletins from Vitae, more active and wider promotion of career opportunities via workshops and national initiatives. As well as providing a range of Careers workshops delivered by the Careers Service, we have also revisited our Careers Working Lunch series.</p> <p>Careers Information sent to OPD for promotion on specific careers events. Events also on University wide channels (e.g. what's on newsletter for staff and students)</p> <p>In addition, new workshops have been developed, delivered by external careers experts which include: <i>Taking Control of Your Career, Research and Academic Careers</i> and <i>Employability</i></p>	July 2016/Ongoing

				beyond Your PhD/Postdoc. Scoping new moving on Careers workshops for 17/18.	
Careers Service/OPD	3.5	OPD will revisit and enhance provision of career related activities with the new Head of Careers Service.	Increased levels of researcher engagement and breadth of career opportunities on offer.	Careers Service and OPD meet regularly to review offerings	October 2017/ Ongoing
Careers Service/OPD	4.1	Record and review requests and guidance sessions provided for researchers in the Careers service.	Review of data to enable determination of whether existing provision meets researcher demand.	25 one to one careers session are offered exclusively to researchers which are popular. Researchers also access the Careers Service through other channels. A new business system 'Target Connect' will be implemented in November 2017 which will make tracking easier for 17/18.	June 2016/ ongoing
Careers Service/ OPD	5.4	OPD work with Careers Service to review existing workshops/activities (taking into account numbers signed up and feedback from participants) and produce a plan of action for going forward.	Annual action plan produced and key actions identified for next academic year.	Annual summer meetings where action plan agreed	Annually
Careers Service/ OPD	5.4	Develop and deliver a workshop entitled, Career Transitions: Exploring Career Opportunities for Researchers. This workshop will have various elements and will aim to encourage research staff to seek/use more professional advice on careers and to understand the range of career opportunities open to them and to help prepare them for the experience of working in a new environment. Psychometric and team profiling will be	Successful delivery of pilot and subsequent incorporation into the annual OPD workshop programme.	Workshops successfully ran with positive feedback received and now embedded in the annual OPD workshop programme.	Pilot in June 2016, then annually

		introduced to help participants be more self-aware of their strengths and limitations and how to work more effectively in teams.			
Career Service/OPD	5.6	Review of alternative PDP is being scoped to help researchers with their career development.	Decision made on PDP software for researchers.	To be discussed, summer meeting.	September 2017

## 6. Key Stakeholder: Revealing Research

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
Revealing Research	3.3	Revealing Research are reviewing current training provision, including Bright Club (stand-up comedy) and how this fits with the Researcher Development Framework, so this can be recognised alongside all of the training provided by OPD.	<p>Bright Club training within the OPD booking system and individuals online training record.</p> <p>Bright Club training continues to attract a greater number of researchers in to communication skills workshops</p>	<p>Bright Club workshops are now aligned with the RDF.</p> <p>During 2016, 24 people underwent training, 10 of which have subsequently performed at Bright Club Dundee. Two shows were hosted in 2016/17. One more show is planned before September 2017.</p>	<p>November 2017 (Bright Club)</p> <p>January 2018</p>

		Revealing Research are leading, with communications support from OPD, to host an international FameLab heat at the University and complementary training for researchers. This is the first time this event and training have been hosted at the University.	FameLab heat identifies 2+ people from the University who have excellent communication skills and can be put forward to the Scottish regional final.	The University hosted training, and then a FameLab 2017 regional heat on 14 December 2016. All those trained participated in the regional heat. 8 of the 11 participants were from the University. 3 UoD winners attended the regional final at National Museums Scotland on 7 January 2017. Revealing Research will support the recruitment of researchers in to FameLab 2018 but is unlikely to host training or a regional final.	(FameLab)
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### 7. Key Stakeholder: Research Policy Manager

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
Research Policy Manager/OPD	5.1	Pilot promotion of and access to the online Research Integrity training and associated case studies.	Pilot undertaken and evaluated.	The pilot with postgraduate researchers has been undertaken and evaluated. The resource is currently available to postgraduate researchers.	March 2016
Research Policy Manager/OPD	5.1	Auditing of completion of Research Integrity training by TMC.	Yearly report of completion of Research Integrity training.	IN PROGRESS – Currently monthly reports being generated. See more OPD 5.1	Annually

### 8. Key Stakeholder: Centre of Entrepreneurship

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
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HEES/ TEG	5.2	The Enterprise Gym is opening up more of its existing offerings to research staff and is looking to deliver some researcher specific events in conjunction with the HEES.		<p>The Enterprise Gym (TEG) was replaced by the Centre of Entrepreneurship (CoE) in 2016.</p> <p>The new CoE unit has made a clear opening for everyone at the university (including researchers) to learn about enterprise and to encourage them to explore their business ideas. We have started a brand new Venture competition with a specific award category sponsored by OPD and RIS for Research Staff.</p> <p>The Centre of Entrepreneurship is continuing to grow and there is now a clearer pathway for Research Staff (and other student and staff cohorts) to explore the establishment of a business idea.</p> <p><a href="http://www.dundee.ac.uk/main/business/centreofentrepreneurship">www.dundee.ac.uk/main/business/centreofentrepreneurship</a></p>	Review in May 2016
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### 9. Key Stakeholder: Research Governance and Policy Sub-committee

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
Research Governance and Policy Sub-Committee	5.3	<p>The University's Research Governance group set clear guidelines on responsibilities as detailed in clause 5.1.</p> <p>Research integrity is touched upon in a number of workshops which are available to all researchers via OPD</p>	An increase in awareness in the research population of their responsibilities in the area of research integrity. Refer to 5.1.	Refer to 5.1	To be established into current practice by 2017/18

		(e.g. Research Data Management at the University of Dundee, Getting to Grips with Referencing - How to Cite Right and Avoid Plagiarism) and at a School level via face-to-face discipline-specific training by academics.			
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### 10. Key Stakeholder: Current Research Staff Associations

Lead	Clause	2015 – 2017 ACTION	Success Measures	Progress	Delivery Date
Associate Deans Research/current Research Staff Associations	5.5	With the new University structures in place from 1 August 2015 the RSAs may need to be reconfigured to reflect the new Schools – discussion and support from new Deans and VP Research, Knowledge Exchange and Wider Impact.	Existence of Research Staff Associations.	OPD developed a new opportunity for Research Staff <i>'Have Your Say' Research Staff Forum</i> which ran on 21/4/17. Possible outcomes from this will be communicated via CDRS in its first meeting in 2017/18.	Review in 2015/16 once new structure in place Event – 21/4/17 Outcomes – presented at first CDRS meeting in 2017/18

#### HR Excellence in Research – key stakeholders

1. Human Resources
2. Organisational Professional Development
3. Equality and Diversity
4. Vice Principal Research

5. Careers Service
6. Revealing Research
7. Research Policy Manager
8. Centre of Entrepreneurship
9. Research Governance and Policy Sub-committee
10. Current Research Staff Associations

ASPC	Athena SWAN Project Coordinator
CDRS	Career Development for Research Staff
DLP	Developing Leaders Programme
E&D	Equality and Diversity
ECU	Equality Challenge Unit
HEES	Head of Enterprise & Entrepreneurial Strategy
HR	Human Resources
HRC	Human Resources Committee
HR&OD	Human Resources and Organisational Development
ISSF	Institutional Strategic Support Fund
OPD	Organisational and Professional Development
OSaR	Objective Setting and Review
PODCO	People & Organisational Development Committee
RDF	Researcher Development Framework
REF	Research Excellence Framework
RIS	Research and Innovation Services
RKEC	Research and Knowledge Exchange Committee
RSA	Research Staff Association
UEG	University Executive Group