HR Excellence in Research - Action Plan

A. Recruitment & Selection

PRINCIPLE 1:	*Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research*
Link to Univeristy Strategy 2015-2025	*OUR RESEARCH - "emphasizing the need to recruit only the highest calibre of academics and to ensure that staff focus their energies on publishing their very best research".*

Note: All actions have been carried forward from the original 2012-14 & 14-16 Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward

Key:
Green - Completed
Orange - Ongoing
White - NEW

Completed Actions

Progress	Ref	Action	By whom	Completed	Comment	Success Measure/s	Continuous Review Date (where applicable)
✅	1.1 (a)	All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.	HR Director	Ongoing	HR ensures Job Descriptions identify essential criteria for the role of a Researcher	Recruitment is transparent, fair and objective	Annually via CROS survey
✅	1.2 (a)	As part of on-going development, a review of the Inclusive Recruitment guide will be undertaken in 2012.	HR Director	Sep-12	Work is underway on this. Equality and Diversity Officer has completed his part. HROs now checking over before launch.	Launch of Recruitment Guide	
✅	1.2 (b)	Develop general statistics on recruitment in terms of applications, and success rates by the protected characteristics. Review annually to ensure no discriminatory practices are being undertaken. Where issues arise, the necessary steps will be taken to identify what remedial action needs to be undertaken.	Equality and Diversity Officer	Jul-13	Recruitment data for Gender is being analysed within each School as part of Athena SWAN and Gender Equality Charter Mark on an on-going basis. General recruitment data analysis is conducted in May annually per grouping.	Data reviewed each year	May each year
✅	1.3 (a)	To ensure the use of Fixed Term Contracts is reviewed on an ongoing basis with annual reporting to the Research Staff Forum.	HR Director	For each research staff forum	This is now on the agenda of the Research and Teaching Staff forum	On agenda of Research and Teaching Staff Forum	Bi-annually
✅	1.4 (a)	Provide ongoing Equality & Diversity training for staff and monitor uptake	Equality and Diversity Officer	ongoing	Completed review of the online training module, provider has made links to the Equality and Harrassment & Bullying policy.	Online training regularly advertised. Bespoke workshops take place	June each year
✅	1.4 (b)	Review recruitment and selection training to ensure that recruiters of researchers are familiar with the relevant legislation, good practice and are sufficiently competent to conduct fair and effective recruitment and selection processes.	Head of Organisational and Staff Development/HR	Sep-15	**25/5/15** New online course covering the procedural and legal aspects of recruitment is due to be launched in July and will cover content thus far included on the face-to-face recruitment workshop. Once this is up and running it will be a prerequisite for all staff on recruitment panels and for attendance on the face-to-face workshop, which will be revised accordingly. CAPOD are also working to develop a specific Academic Recruitment version of the R&S workshop, which will be piloted in August. **21/09/15** This has now been completed and the new R&S workshops are being delivered to the respective cohorts. New online material has been developed and is delivered as a pre-requiste part of the training for those people who are on a recruitment & selection panel. They then must attend classroom event to complete the full recruitment & selection training.	Training provision reviewed and recommendations implemented.	Annually at workshop planning stage May/June
✅	1.4 (c)	R&S workshops are being delivered to the respective cohorts	Head of Organisational and Staff Development/HR	Sep-15	New online material has been developed and is delivered as a pre-requiste part of the training for those people who are on a recruitment & selection panel. They then must attend classroom event to complete the full recruitment & selection training.	Training provision reviewed and recommendations implemented.	Annually at workshop planning stage May/June
✅	1.5 (a)	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	HR Director	Ongoing	HERA ensures the level of pay is determined correctly for the role		Annually

B. Recognition and Value

PRINCIPLE 2:	*Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.*	**Note:** All actions have been carried forward from the original 2012-14 & 14-16 Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward

Link to Univeristy Strategy 2015-2025

OUR SUCCESS - "We will reform our arrangements for the development of our staff in line with our strategy. We recognize that organizationally we need to create opportunities for staff to advance and grow as academics and professionals. We will also review the promotion criteria and process to ensure that the bar remains high, while recognising contributions in research, impact, teaching and service."

Key:
Green - Completed
Orange - Ongoing
White - NEW

Actions being progressed:

Progress	Ref	What we need to do	Who's leading	Original or NewTarget Delivery Date	Comment	Success Measure/s	Progress Review Date	Strategic theme
NEW	2.1 (c)	Increase particpation of research staff in the biannual Staff Survey and anlayse results for disparities in levels of satisfaction with different aspects of University life and employment, specifically in relation to recognition and value.	Head of Organisational and Staff Development	Jun-17	Academic and research staff traditionally have a lower response rate to the staff survey. Increasing the response rate and drawing conclusions from the analysis of results will help to target actions which can increase researchers' sense of recognition and value.	*Higher response rate from researchers * Specific actions drawn from analysis of results to improve perceptions of recognition and value.		1
		Action 1: JF to analyse results and provide data for the document. Specifically aiming to analyse results by cohort, highlighting areas for action that we can add into our document and aim to improve upon						
NEW	2.3 (f)	Increase awareness of available 'new starter' information and resources for all Research Staff.	Staff Developer (Academic)/Staff Developer (Research Staff)	Jun-17	New starters are signposted to various resources to support the commencement of their role at the appriopriate time prior to and after appointment. This may be done proactively by triggering pre-written emails at certain points during the induction period, so that new researchers are not overloaded during the first week, but get the right information and resources at the right time.	*Researchers Increased awareness of materials * Increased use of online resources * Improvements in CROS results	Intial review Oct 16 & then at each working group meeting up to June 17	1
		Action 2 : DM to contact newcomers welcoming them to the University and provide them info about CAPOD. Clikview team to provide info. Every month target new cohort Highlight Wellbeing. Provide links Contact new starters - we could use mailmerge to personalise the form. We need to let heads of schools that we are doing this			EL: If relevant, I send out a welcome email to new academic starts with welcome to the University and information on ASDP - contact details for new starts provided periodically by HR			
NEW	2.3 (g)	Develop a simple and clear 'Induction Toolkit' for PIs and Research Leaders to ensure that they are guided through the process of inducting new researchers. Action 3: DM - Ask EL about point 2.3: Induction Attitudes. Action 4: DM to contact DR to recap the work relating to good practice in this area	Staff Developer (Academic)	Oct-17	PIs and Research Leaders should be prompted to carry out certain induction activities at certain points following appointment of a new researcher. The Induction Toolkit should provide a very clear and visual plan of what should happen when, and allow the PI to link to the appropriate resources. **Overall review of induction process required	* More effective induction for new staff measured via CROS * Greater consistency on approches to induction across research groups and		1 and 2

NEW	2.3 (h)	Head of School Development Programme to ensure that Heads of Schools are properly inducted into their role, have the necessary basic training and information to carry out the role, and are effectively supported while in the role.	Staff Developer (Academic)	Dcember 2017	There is currently no systematic or formal process to induct, train or support Heads of Schools. As they have a crucial influence on the research environment within their School, it is vital that they fully understand their responsibilities for managing research staff. They should be expected to foster a culture where performance management of researchers is carried out in line with the University policy and best practice, where career development for researchers is actively supported, recruitment is effective, and diversity and equality of opportuntiy is positively promoted. The development of a Head of School Development programme, in consultation with current, past and future Heads of Schools, as well as members of the Principal's Office will ensure that the this can be addressed.	* Heads of School Programme proposal developed and approved * Buy-in from Heads of Schools * Active involvement from Heads of Schools * Improvement in HoS satisfaction with the role * Improved perceptions of management effectiveness within Schools as indicated in the Staff Survey and other surveys such as CROS	2
		EL - In brief: our proposal for a Head of School Development Programme has been shelved for now after discussion with the Master, and further work on this will be subject to discussion and approval at senior management level.			LN presented the options available to Heads of School for their development upon induction, through CAPOD on 13th June. Lynn reported back to Jos and Erwin. Heads of School were not generally aware of the toolkit, which was therefore e-mailed to all the attendees after the meeting. Feedback during the meeting was as follows: The CAPOD Coaching programme was found to be useful The Toolkit could potentialy be a good resource but needs refining e.g. the language needs changing in places: the word 'secretary' for example was highlighted as different schools may have a manager or administrator Actions signposted withing the toolkit were either incorrect or not followed through e.g 'Finance will be in touch' but this never happens The toolkit need to be more accurately worded and presented Epigeum resource was found not to work properly in Moodle		

☑	**2.3 (i)**	Further develop and launch a developmental programme for research supervisors EL - Supervising Doctoral Studies trial started - 100 tokens purchased by CAPOD for dissemination to academic and research staff who apply for access to the online courses which form part of this Epigeum online suite of courses. End of trial on 31 August 2017, when use of tokens will be reviewed	Staff Developer (Academic)	Feb-15	Initial discussions with supervisors now complete. Decision to add in more workshops to ASDP rather than a separate programme. Academic Developer to develop. In winter 2013, a number of bespoke events ran as well as "Managing people in research project teams". 1/4/15: Various titles have been added or are under development. AK to provide list of areas where gaps may exist, which can be mapped against current provision either via CAPOD or elsewhere in the University. This will enable less well-known opportunities to be more effectively promoted and for potential new areas for ASDP to be investigated. 17/03/16: PGR Supervisor Training ran on 11th September 2015, 0900-130 - new session, delivered with new content suggested by the Deans and PGR Pro-Dean. For all new supervisors of PGRs.16 people attended from all Faculties. SIR: 85.36%. "It's a super-useful event that covers a broad range of important issues that you might not have thought of." Managing people in research teams ran on Wed 11th November 2015,1430-1730. Delivered by Academic Staff Developer, and open to research supervisors, academic staff, and research staff. people attended, from all Faculties. SIR: 92.14%. "Really interesting to understand your own management style and how you can improve". PhD viva examinations: best practice ran on Wed 25th November 2015, 1330-1630. Facilitated by external presenter Dr Robin Henderson, for academic staff new to process of leading a viva. 11 people attended, from all Faculties.SIR: 89.29%. "Very helpful discussion". PGR Supervisor Master Class on Critical Incidents ran on 21st January 2016, 1300-1500. New session, delivered for the first time by Dean of Arts. 14 people attended, from all Faculties. SIR: 77.86%. "More confidence in my current practice / approach as supervisor". Academic Staff Developer in discussion with Dean of Arts and PGR Pro-Dean about future development events, linked with trial of online course by Epigeum called 'Supervising Doctoral Studies'.	20+ research supervisors engaging with ASDP	Dec-16	2
NEW	**2.3 (j)**	Develop a programnme of online and face-to-face training for all new and existing line managers including PIs, to address basic people management issues, such as health and safety, recruitment, managing performance, equality and diversity etc.	CAPOD and HR	Oct-16	In consultation with Trades Unions, the requirement for a base level of training for all people managers, including PIs was identified. This should include statutory training such as health and safety, but also essential people management issues such as recruitment, HR policies and so on. CAPOD and HR developed a proposal which was presented to the regular Union/Management meeting and following feedback from this group a revised propsal for a 'Managers Essentials' programme, for all new and existing people managers was developed and which wil be ready to be piloted in October 2016	Managers Essentials programme ready to be piloted October 2016.	Oct-16	2
		Action 5: EL to investigate deal with Dundee to send people on a teaching course and report back and to contact Dundee. Action 6: LM to talk to Head of HR about this subject						

Progress	Ref	Action	By whom		Comment	Success Measure	Continuous Review Date	
☑	2.4 (b)	Enhance provision of information and development of more formal redeployment system.	Director of HR	Jun-14	If staff here for a significant period of time, all efforts are made to redeploy them. Staff made aware of this via end of contract letters. Director of HR to speak to new Master/ VP Research to establish further action required. 1/4/15: Redeployment policy redrafted. HR Business Partner to follow up with HR colleagues to establish timescale for approval and implementation. 25/5/15 This was followed up and is currently with PO. 17/03/16:Numbers redeployed: 2011-12, 16 in total; 5 = research posts. Left Uni: 7 (3 were researchers). Redeployed: 5 Extended: 3 (2 were researchers). Moved to standard funding: 1 (researcher) 2013: 7 in total; 2 = research posts. Left Uni:5 (2 were researchers). Redeployed: 2 2014: 6 in total; 2 = research posts. Left Uni:3 (1 was research). Redeployed: 2. Extended: 1 (research) 2015:10 in total: 4 = research posts. Left Uni: 6 (4 were researchers). Redeployed: 4 2016 (so far): 6 in total; (3 = research posts. Left Uni:0. Redeployed:2 (1 research). Still on register: 4 (2 of the researchers have just gone on list) Redeployment policy is due to go the unions for approval.	*Contract letters mention formal redeployment system	Sep-16	
☑	2.6 (d)	Pilot PGR/Postdoc mixer events to promote networking and informal support for PGRs planning possible careers in research.	Educational and Postgraduate Researcher Developer	Semester 2 AY15/16 (by April '16)	25/5/15 Target date updated to December 2015. 23/11/15: Pilot PGR/Postdoc mixer events to promote networking and informal support for PGRs planning possible careers in research. The date is to be updated again to Semester 2 2015-16 – by the end of April 2016. It will be necessary to liaise with MP to determine what kind of event to run in order to attract Postdocs as well as PGRs. HMF also highlighted a new action relating to PGRs. Based on feedback from PGRs CAPOD will investigate setting up a thesis Bootcamp with a view to running a pilot in January 2016.	Mixer event scheduled, run and evaluated	Sep-16	3

Completed Actions								
Progress	Ref	Action	By whom	Completed	Comment	Success Measure	Continuous Review Date (where applicable)	
✅	2.1 (a)	Review impact of revised probation process to ensure being utilised fully. and embed Q6 (review and development) into the procedure.	HR Director	Dec-12				
✅	2.1 (b)	Include a question about the revised probation process/Q6 as part of the exit interview process	HR Director	Apr-14	Question now added on Exit Qnaire to ask if have participated in Q6/Academic Reivew			

✅	2.2 (a)	Review the research code of practice and the good practice guide to identify improvements.	Director of HR/Senior Research Policy Officer	Jun-14	Guide revised and approved. Senior Research Policy Officer has added in a concordat section. The GRPG has been updated by Senior Research Policy Officer in April 2013 and is now on the Research web pages, as it links to the RCUK Research Practice Guide. There will be a full review after REF, and the GRPG will be tabled at the Research and Teaching Staff Forum and Research Staff Forum for review. March 14: code reviewed against other research-intensive institutions. Revised code to go to next R&TSF on 15/4/14 for comment. Code now approved and being uploaded to website. 1/4/15: GRPG was approved and uploaded to website and has subsequently been through two further revisions.		
✅	2.3 (a)	Supervisor Update session to include reminder of appointment of Dr. Ben Carter - Now BR	Careers Adviser	Jan-12			
✅	2.3 (b)	Support Supervisiors to provided better career guidance to PGRs	Careers Adviser	Aug-15	Effective measures in place and Supervisors more confident about providing careers support to PGRs25/5/15 Specially themed Supervisor update session ran with 42 in attendance, covering provision of careers advice for PGRs. Further events to be run. 17/03/16: Attendance statistics: AY2013-14 (Prof. Verity Brown as Provost) PG Supervisors Training 1000-1330 31-Jan-14 - 7 Supervisor Update Session 1230-1600 31-Jan-14 - 18 Supervising PG Research Students: An Introduction 1230-1600 21-Oct-13 - 33 AY2014-15 (Prof. Verity Brown as Provost) Supervisor Update Session 1230-1430 15-Jan-15 - 42 PG Supervisors Training Session 1230-1630 04-Sep-14 - 41 PhD viva examinations: best practice (new) 1330-1630 30-Oct-14 - 14 AY2015-16 (Dean of Arts leading on PGR matters) PGR Supervisor Training 1230-1630 02-Mar-16- 14 PGR Supervisor Master Class on Critical Incidents (new) 1300-1500 21-Jan-16 - 14 PGR Supervisor Training 0900-1300 11-Sep-15 - 16 PhD viva examinations: best practice 1330-1630 24-Feb-16 - 8 PhD viva examinations: best practice 1330-1630 25-Nov-15 - 11	Attendance year on year improving	Annual review during planning time June/July
✅	2.3 (c)	Investigate increasing the number of supervisor update sessions to two per year.	Staff Developer (Academic)	Dec-12	Erwin has discussed with new Provost. Decision to target workshop at new supervisors only, and have an online presence for updates for experienced supervisors. New session took place w/c 27/1/14 and PI 'New Supervisors' workshop reinstated.	Events in each semester	June each year
					EL: The PGR supervisor trainig is run twice a year. New Provost starting in August - need to dicuss supervisor workshops. Update is for experienced supervisors, the training is for new supervisors. Need to discuss with new Provost about frequency of sessiones		

✅	2.3 (d)	Investigate a more robust mechanism for recording who has completed Q6 reviews.	HR Director	Dec-12	2012 staff survey data will help. Proposal for HR to manage the Q6 process via prompts. Schools considering performance management as part of Athena Swan. HR Business Partners now prompting Head of Schools in person	Regular part of HR Business Partner meetings	June each year	
✅	2.3 (e)	Ensure training provision meets the needs of the respective cohorts	Head of Organisational and Staff Development	Ongoing	25/5/15 New Software Carpentry workshop being piloted - exactly the sort of workshop that we should be offering according to research staff reps on group. Further discussion on library workshops which could have wider exposure and be listed on PDMS instead of Eventbrite. Director of Research Strategy to raise with VP Research and Library. 21/09/15 AK found the Carpentry Software Workshop extremely valuable and has had further 'train the trainer' development to enable him to deliver the course in-house.	Suitable provision investigated, organised, evaluated and embedded into scheduled development programmes.	Course Planning time (May-June)	
✅	2.4 (a)	Develop guidance on bridging fund and its use.	HR Director	Mar-14	Approved by PO. Redundancy correspondence altered to confirm to Heads/PI that bridging funds exist. Information also been added to the research staff code of practice.		Regular updates at HR Excellence Meetings	
✅	2.5 (a)	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 HEI's, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework.	HR		University provides policy for Pay Progression in line with the Framework Agreement	Continued adherence to policy and framework	Yearly, in line with framework	
✅	2.6 (a)	Start investigating overseas contacts within the RS community for Careers	Careers Adviser	Jun-14	Contacts established in at least 6 countries. New alumni networking tool Saint Connect launched Mar 14. 700 contacts already and research groups being created.1/4/15: Saint Connect now has contacts in 14 countries. Careers Advisor to provide further detail. 25/5/15 BC provided update to group - progress being made with Saint Connect - two new groups set up for A&H and Science researchers. Update 23 Nov 15 • Much work has been done via Saint Connect.• The Careers Centre, via Ben's replacement, will be able to continue providing updates on this action which should now be marked as complete and for regular review.	Contact established	Regular updates at HR Excellence Meetings	
✅	**2.6 (b)**	Thesis Bootcamp pilot took place in January 2016.	Educational and Postgraduate Researcher Developer	Semester 2 AY15/16 (by April '16)	Review as part of programme of events. Target of 24 for Thesis Boot Camp and achieved 32 participants.			
✅	**2.6 (c)**	Investigated overseas contacts within the RS community for Careers	Careers Adviser	Jun-14	New alumni networking tool Saint Connect launched Mar 14. 700 contacts already and research groups being created.**1/4/15:** Saint Connect now has contacts in 14 countries. Careers Advisor to provide further detail. **25/5/15** BC provided update to group - progress being made with Saint Connect - two new groups set up for A&H and Science researchers. Update 23 Nov 15 • Much work has been done via Saint Connect.• The Careers Centre, via Bhavya Rao will be able to continue providing updates on this action which should now be marked as complete and for regular review.	Contacts established in at least 6 countries	Regular updates at HR Excellence Meetings	

HR Excellence in Research - Action Plan
C. Support and Career Development

PRINCIPLE 3:	*Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment*

Note: All actions have been carried forward from the original 2012-14 & 14-16 Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward

OUR RESEARCH - "We will continue to prize individual research and scholarship but recognize that as a small university in a very competitive world we must be prepared to concentrate efforts and provide suitable frameworks for individual researchers through Centres and Institutes."

Key:
Green - Completed
Orange - Ongoing
White - NEW

Actions being progressed:

Progress	Ref	What we need to do	Who's leading	Original or NewTarget Delivery Date	Comment	Success Measure/s	Progress Review Date	Strategic theme
☑	3.6 (e)	Postdoctoral researchers to be offered a follow-up development surgery session within the first month of induction.	Head of Organisational and Staff Development/Careers Adviser	Dec-16	Will trial at All Staff September Induction September 2015. Overtaken by events. Redesign of All Staff Induction events by (in consultation with Deans and Master) did not provide for separate surgery session as a breakout from the main induction as originally anticipated. Will need to revisit this, possibly scheduling networking sessions around the planned induction events? 17/03/16: Further changes to the All Staff Induction event introduced Cafe Style Induction Afternoon for Academic and Research staff provided this opportunity.	Post-doctoral researchers seen by Careers Adviser	After next Induction in September 16	1
☑	3.6 (f)	Review local induction with research staff	Staff Developer (Research Staff) & Post Doc Rep from Physics and Astronomy	Dec-16	Documents circulated, reviewed and any further actions agreed. Head of Organisational and Staff Development to circulate report and link to case study. All to review for discussion at next meeting. 25/5/15 Report circulated but no comments yet. JF to try to obtain and circulate Vitae case study. 21/09/15 Results from CROS survey '13 & '15 have shown a clear improvement in 'local induction'. **01/04/16:** Local induction toolkit to be developed. Academic Staff Developer to lead with input from Post Doc rep and Research Staff Developer	* Local induction within all schools signposts all new starts to CAPOD & Careers Service for professional development requirments and career planning * CROS ratings improve * Local induction checklist are used for ALL new starts	Oct-16	1
NEW	3.6 (g)	Review institutional induction at all levels over the next 4 years	Head of Organisational and Staff Development/Staff Developers	Dec-18	To implement a systematic review of all induction across the institution. Ensure 'researchers' and contract research staff have appropriate induction at local and institutional level and to review the support given for signposting researchers to career planning and professional development as part of that 'induction process'	* CROS ratings improve for induction. * Feedback from local induction colleagues increases. *Increased attendance at Professional Development events for researchers	inital review 01/06/2017 and then every 6 months	1
		Action 7: DM to make contact with DR about good practice project						
NEW	3.7 (d)	Developing a mentoring/coaching culture to support professional and career development for researchers	Staff Developer (Research Staff)	Dec-18	Continued focus on developing a mentoring/coaching culture to support professional and career development for researchers, such as more sophisticated matching in existing schemes to address specific career development issues, new issue-based networks (e.g. Public Engagement) and integration with induction processes.	* more Mentoring partnerships * better matching preferences * increased awareness across the insitution of the benefits of career development mentoring for researchers	inital review 01/06/2017 and then every 6 months	3
☑	3.7 (e)	Evaluate impact of mentoring on researcher career development	Staff Developer (Research Staff)	Dec-18	Conduct a second longitudinal study of particpants in the Early Career Acacemic Mentoring Scheme to add to the existing evidence for positive outcomes from mentoring partnerships and a measurable positive impact on career development.	* Study complete and results reported to HR Excellence group * Results published/disseminated as appropropriate * conclusions drawn and applied to mentoring scheme.		3
		Action 8: DM and JF to discuss further with MP (St Andrews Staff Developer) and EG (Dundee coordinator)						
NEW	3.9 (b)	Monitor effectiveness and uptake of new Review and Development Scheme and Academic Review and Development Scheme (where applicable).	HR Business Partner	Dec-16	1/4/15: New 'Review and Development Scheme' and 'Academic Review and Development Scheme' launched. Schools are expected to complete reviews within a specified timeframe and to confirm completion with HR.	* Statistics and qualitative feedback available on implementation across different cohorts and academic schools	Oct-16	2 and 4
		Action 9: LM wishes to carry out a formal review of how the process is being implemented in the schools by collecting qualitative and quantitative evidence to be provided by CROS / PIRLS and any data Louise has. CAPOD to analyse CROS / PIRLS / Staff Survey with the focus of the new Review and Development Scheme and Academic Review process in mind. Feedback data to group. E.g. How many people undertook their review?						

		Completed Actions					
Progress	**Ref**	**Action**	**By whom**	**Completed**	**Comment**	**Success Measure**	**Continuous Review Date** (where applicable)
✅	3.1 (a)	Investigate development provisions available to researchers against those provided to employees in other sectors.	Head of Organisational and Staff Development	Dec-12	Head of Organisational Development raised at the 19/9 meeting of SCOTHERD. This benchmarking not taking place at other HEIs. Internet benchmarking complete, and St Andrews is close to other sector average.		
✅	3.2 (a)	Greater emphasis on career planning, career paths for researchers and enhancing employability in the development provision offered by CAPOD to researchers.	Head of Organisational and Staff Development/Careers Adviser	Sep-13	In planning. Programme filled out in greater detail and has been submitted for, and gained, recognition with ILM under their Development Award scheme. Passport to Research Futures launched Jan 14		
✅	3.2 (b)	Share stories of different researcher career paths through increased networking events.	Head of Organisational and Staff Development	Sep-13	Ongoing. Post-Doc X-change meeting regularly.	Events in each semester	Course Planning time (May-June)
✅	3.3 (a)	Improve perception of support and career development by including a career planning workshop in Passport to Research Futures and expanding Core Skills programme.	Head of Organisational and Staff Development	Apr-14	New Passport to Research Futures workshops created.		Regular updates at HR Excellence Meetings
✅	3.4 (a)	Section on Early Career Researcher options to be added to Careers Centre website.	Careers Adviser	Sep-12	Created and live Feb 2013	* Increased hits on Career webpages	
✅	3.5 (a)	Improve the Career's Centre webpages for research staff	Careers Adviser	Sep-12	Created and live Feb 2013		
✅	3.5 (b)	Improve how researchers are made aware of local and national career development strategies via creation of a section on the website	Careers Adviser	Sep-12	Created and live Feb 2013		
✅	3.6 (a)	Create an intern project to review local induction provision for research staff	Head of Organisational and Staff Development/Director of HR	Jun-14	New intern appointed and completed project in summer 2014 and report presented. This was also turned into a Vitae case study and published on the Vitae website. Action complete. New action to review the report and identify any further actions.	* Induction process improve at local level	
✅	3.6 (b)	All-staff University induction to include break out sessions for Postdoctoral researchers.	Head of Organisational and Staff Development	May-12	Timetable drafted and approved by Deans. Reviewed again late May by Senior Research Policy Officer, Master and Proctor. Signed off.		Regular updates at HR Excellence Meetings
✅	3.6 (c)	Review internship report and case study into local induction for research staff and identify any further actions to include under this remit.	Head of Organisational and Staff Development	Jun-15	Head of Organisational and Staff Development to circulate report and link to case study. All to review for discussion at next meeting. **25/5/15** Report circulated but no comments yet. JF to try to obtain and circulate Vitae case study. **21/09/15** Results from CROS survey '13 & '15 have shown a clear improvement in 'local induction'.	Documents circulated, reviewed and any further actions agreed.	
✅	3.7 (a)	Investigate introducing a mentoring scheme where CRS mentor PGRs	Head of Organisational and Staff Development/Educational and Postgraduate Researcher Developer	Sep-14	(Mentoring scheme created with 15+ pairs) - this success measure reviewed and inappropriate to the action which was to 'investigate'. This success measure assumes the outcome of the investigation. More approriate would be that results of the investigation are presented to relevant forum and further actions planned on, dependant on the response. Initial meeting scheduled in April to scope out PGR mentoring scheme, which can be hosted on SUMAC. **1/4/15:** Investigation carried out. Proposal was drawn up and presented at Director of Postgraduate Studies lunch where is was rejected due to concerns about duplication of supervisor reponsibilities. Parallel action to address the same issue has been undertaken, to establish PGR-to-Postdoc Transitions workshop, which has run successfully and is now part of scheduled GRADskills programme. New action to be added around PGR/Postdoc mixer events.		
✅	3.7 (b)	Publicise internal coaching service for research staff in St As-ABDN partnership	Head of Organisational and Staff Development	Mar-14	Article prepared and will be published in 'Developing news....' in March 2014		
✅	3.7 (c)	Market the new Recruiting and Supervising PGRs workshop	Academic Staff Developer	May-12	EL: This workshop is now called PGR Supervisor Training and runs at least once per year	Annual run of workshop	Course Planning time (May-June)
✅	3.8 (a)	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.	Head of Organisational and Staff Development & Staff Developer (Research Staff)	ongoing	A Early Career Academics' Mentoring Scheme is available to research staff. A regular cycle of mentoring partnerships is established each academic year with the current 2015/16 scheme comprising of 30 partnerships.	Annual membership intake	Prior to the end of each Mentoring Cycle

✅	**3.9 (a)**	Review Q6 form for academics and consider adding in section re the benefits of delegation and CPD to research managers [Suggested by PI during consultation]	Director of HR	Dec-15	(Revised Q6 process in place with 85%+ take up) - Action was to 'review' - succcess measure should be that review was carried out and recommendations brought forward for implementation. HR Director currently benchmarking with other HEIs. HR director to progress. 1/4/15: Process reviewed, new process agreed and implemented for support, professional and research staff (Review and Development Scheme) and for academic staff including PI/research leaders (Academic Review and Development Scheme). Delegation and CPD to be tackled through other actions. New actions to be added to address monitoring of effectiveness and uptake of RDS and ARDS and development of separate Researcher Review and Development Scheme.		

HR Excellence in Research - Action Plan

C. Support and Career Development

PRINCIPLE 4:	*The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career*	**Note:** All actions have been carried forward from the original 2012-14 & 14-16 Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward
Link to Univeristy Strategy 2015-2025	**OUR TEACHING -** *"We recognize that learning technologies and resources as well as the physical facilities have to be top class to continue to enable and inspire excellence"*	Key: Green - Completed Orange - Ongoing White - NEW

Actions being progressed:

Progress	Ref	What we need to do	Who's leading	Original or New Target Delivery Date	Comment	Success Measure/s	Progress Review Date	Strategic theme
NEW	4.10 (b)	Review implementation of revised Review and Development schemes for academic and research cohorts.	HR Business Partner	Each meeting.	1/4/16: New 'Review and Development Scheme' and 'Academic Review and Development Scheme' launched. Schools are expected to complete reviews within a specified timeframe and to confirm completion with HR.	Statistics and qualitative feedback available on implementation across different cohorts and academic schools	Oct-16	2 and 4
		Delete the above! In Twice						
NEW	4.10 (c)	Improve the information and support around career paths and career planning and enhance the employability and entrepreneurial skills of researchers across all cohorts.	Staff Development & Careers Advisor	Jun-18	1/4/16: Improve the information and support around career paths and career planning and enhance the employability and entrepreneurial skills of researchers across all cohorts.	* increase awareness of employment options * increase in referrals to RBDC and KT * Success stories of start ups and spin outs	intial review 01/10/2016 and every 6 months	2 and 4
		BR notes that more postdocs are going to careers about.. Exploring their options, working in Europe / USA Action 10 - BR to get stats and evidence to back the above – difference between last two years for uptake of appointments from PostDocs						
☑	4.13 (b)	Monitor if RS associations are being established in Schools.	Head of Organisational and Staff Development	Aug-16	PostDoc Reps met in 2016 but then nothing followed. DM attempting to build a PostDoc Community. Since the May meeting, a new closed Facebook Community Group was created PostDoc Pizza Fridays are on 11th July and 14th August The aim of these sessions is to provide information and facilitate networking Action 12: DM to contact Reps and find champions who will help promote and encourage participation at events and training.	Establish a Research Staff Association within a School and then filter across other schools in due course.	Jun-16	3 and 4

Completed Actions

Progress	Ref	Action	By whom	Completed	Comment	Success Measure/s	Continuous Review Date (where applicable)
✅	4.10 (a)	Employ more robust mechanism/forms/process to ensure Q6 conversations take place.	Director of HR/Head of Organisational and Staff Development	Dec-14	Revised Q6 process in place with 85%+ take up. HR Director currently benchmarking with Strathclyde and others, and examining academic version of Q6 in use in Physics. 1/4/15: New 'Review and Development Scheme' and 'Academic Review and Development Scheme' launched. Schools are expected to complete reviews within a specified timeframe and to confirm completion with HR. This action complete but new review action to be added.		
✅	4.11 (a)	Continue to embed the RDF within development provision	Head of Organisational and Staff Development/Educational and Postgraduate Researcher Developer	On-going		Workshops tied to RDF in PDMS	Course Planning time (May-June)

	Ref	Action	Responsibility	Date	Update	Success Measure	Review
✅	4.12 (a)	Work to provide PIs (especially new PIs) with online learning opportunities to allow them flexibility [Suggested by PI during consultation]	Director of HR/Head of Organisational and Staff Development	Dec-14	Epiguem resources highlighted to all PI and 30+ using it. Investigate offering new Epiguem resources in Leadership and Management to PIs. To be rolled out to PIs. 1/4/15: Epiguem Professional Skills for Research Leaders offered to PIs and research leaders as a pilot, but no uptake. This and HoS Toolkit can be made availble via the new PI and Research Leader webpage (separate action) and promoted in Aspire. 25/5/15 This item is sibstantially complete. New PI and Research Leaders webpage has been created with subsection on online resources. A review action to be added to continue development and monitoring of resource usage.		Regular updates at HR Excellence Meetings
✅	4.12 (b)	Work to provide PIs (especially new PIs) with online learning opportunities to allow them flexibility [Suggested by PI during consultation]	Director of HR/Head of Organisational and Staff Development	Dec-14	Review action to continue development and monitoring of resource usage.	Epiguem resources highlighted to all PI and 30+ using it	Bi-annually and via RDS
✅	4.13 (a)	Investigate level of interest amongst staff in RS associations	Head of Organisational and Staff Development	Feb-15	Open session on RSAs scheduled for April with presenter from Dundee RSA who is also a rep at UKRSA. Tabled as an item at Research and Teaching Staff Forum, March 2014. 1/4/15: Was discussed at Research and Teaching Staff Forum and an open session on Research Staff Associations was subsequently held. There was some interest in establishing Research Staff Associations and this can be picked up again when new Research Staff Developer starts in May. Possibly we can involve UKRSA for input. 25/5/15 Research Staff Developer now following this up. **Update 23 Nov 15.** Investigate level of interest amongst staff in RSAs. CAPOD is still prepared to organise open events to inform staff about Research staff associations and to support the establishment of association with seed funding, logistical support and other help. A small group has been establised in School of Biology for Contract Research Staff. The first meeting took place with Malcolm White as chair. Further meetings are to be organised, but in the interim a first requirement, agreed at the meeting, was to set up a website specifically for the Contract Research Staff similiar to those in other institutions. MP is providing support and input at meetings and for development purposes to enable signposting to take place. Action: MP to report progress to the group in Jan 16.	*Investigation carried out * further actions established based on the recommendations that result.	Regular updates at HR Excellence Meetings
✅	4.14 (a)	Investigate group mentoring approach - mentoring circles/ peer mentoring	Head of Organisational and Staff Development	Nov-14	Informal discussions held with other institutions and ongoing. Group mentoring scheduled as a development for SUMAC mentoring platform for 2014-15, which will faciltiate establishment of mentoring groups. Being piloted with Research Futures cohort. 1/4/15: No further action currently possible via SUMAC but it has been written into the software development plan. The peer mentoring/learning support groups activity for the Passport to Research Futures Cohort has still to be started but will be done before Semester 1 of next Academic Year. Keep as live action. This action complete but new action to be added in relation to Passport peer mentoring. (2+ group mentoring sessions/year take place) - Again, success measure assumes outcome of the action, which was to 'investigate'. More approriate would be that investigation generates recommendations for further action.	* Social Learning Group established	Regular updates at HR Excellence Meetings
✅	4.14 (b)	Evaluate peer mentoring approach implemented as part of Passport to Research Futures for more general implementation.	Head of Organisational and Staff Development/Staff Developer	Nov-15	**25/5/15** Staff Developer (Research Staff) to progress this with Passport to Research Futures cohort. Update 23 Nov 15: Evaluate peer mentoring being implemented as part of Passport to Research Futures for more general implementation. Feedback from DR on the first 'Social Learning Group' was positive and another meeting was to take place imminently. This item can be changed to 'amber' status.	Peer mentoring for PRF launched and evaluated, and recommendations for a more general scheme presented. Feb 16 update - Social Learning Groups to continue on an adhoc/need basis.	Regular updates at HR Excellence Meetings
✅	4.14 (c)	Establish mentee networking events as a way to enhance the benefits of the scheme, share experience and good practice and to develop networks between early career academics.	Head of Organisational and Staff Development	Aug-12	Taking place throughout the year	Events in each semester	Review at the end of each AY/Mentoring Cycle

HR Excellence in Research - Action Plan
D. Researchers' Responsibilities

PRINCIPLE 5:	*Individual researchers share the responsbility for and need to pro-actively engage in their own personal and career development, and life long learning*

Note: All actions have been carried forward from the original 2012-14 & 14-16 Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward

Link to Univeristy Strategy 2015-2025

OUR TEACHING - "Teaching that is delivered in a world-class learning community, where top-level research influences educational design and practice, remains at the heart of St Andrews".

Key:
Green - Completed
Orange - Ongoing
White - NEW

Actions being progressed:

Progress	Ref	What we need to do	Who's leading	Original or NewTarget Delivery Date	Comment	Success Measure/s	Progress Review Date	Strategic theme
☑	5.1 (c)and 5.3 (g)	Research Integrity Action Plan and timetable to be developed to address gaps in compliance with Concordat to Support Research Integrity and ensure achievement of full compliance by 30 May 2016	Director Research Strategy, Policy and Support	Jun-16	**21/09/15** Research Integrity Working Group established. Gap analysis being conducted, together with Policy review and communication strategy. **23/11/15**: Update provided by RM. RPO creating Research Support portal with links to all relevant resources. JF also noted that the CAPOD webpages for new staff, academic and research staff also links to relevant resources and back to the RPO and Research Support pages. RM has provided a written update report on the Research Integrity Concordat Working Group.	Annual Report to UTREC and Office of the Principal	May-16	
		Action 13: HR / RM to send an update about new integrity initiative and provide a progress update at meeting on 18th July						
NEW	5.5 (c)	Increase participation from Academic/Research cohort for Passport to Health and Wellbeing	Equality and Diversity Officer/Academic Staff Developer	Jun-17	1/4/16: Increased particpation across academic cohort to be establisehd	* All Schools linked to Wellbeing pages from their School landing pages * Increase participation on H&W passport	Feb-17	
		Action 14 CAPOD to do some research and provide the group with some stats The Step Count Challenge uptake has increased from 33 teams last year 78 teams this year! Aiming for 100 teams next year. 15% increase in uptake from Research Staff There are more people from Academic Schools this year in comparison to last year						
☑	5.6 (b)	Investigate possible proprietary solutions for researchers to record CPD.	HR Business Partner	Aug-16	HR Business Partner to arrange demo of Simitive, one of the most widely used CDP platforms, and invite members of group. **25/5/15:** LM to set up Simitive demo. HR also conducting pilot programme to identify research-only staff and independent researchers. Implementation of workload models also imminent. **21/09/15:** Simitive reviewed. RDS and workload model compatible. Simitive continues to be evaluated to see if it is 'fit for purpose' for CPD recording for researchers.	* CPD easily recorded	Jul-16	4
		This action was reported as not progressing on 23rd May Action 15: LMto provide update on this action at the meeting on 18th July						

Completed Actions

Progress	Ref	Action	By whom	Completed	Comment	Success Measure/s	Continuous Review Date (where applicable)

✅	5.1 (a)	Creation of complete listing of all relevant resources for new researchers for publication and integration into induction materials.	Director Research Strategy, Policy and Support	May-16	Director of Research Strategy to draft this action by 27 July 2015. **Update 23 Nov 15**: RPO creating Research Support portal with links to all relevant resources. JF also noted that the CAPOD webpages for new staff, academic and research staff also links to relevant resources and back to the RPO and Research Support pages. HR had also provided a written update report on the Research Integrity Concordat Working Group. This was distributed at the meeting and will be circulated electronically with these minutes.	List drawn up, agreed, published and utilised during induction for new researchers	Regular updates at HR Excellence Meetings
✅	5.1 (b)	Ensure that Research Staff Code of Practice and Good Research Practice guide clearly link to one another. **Note 1/4/15**: This should more correctly be referred to as 'The Code of Practice for the Employment and Management of Research Staff'.	Director of HR/Senior Research Policy Officer/Head of Organisational and Staff Development/HR Business Partner	Jun-14	Guides link to one another and flagged at R&T Staff Forum and Trades Union meeting. Pathway established on web. Director of HR to update doc with reference to research staff code of pratice. Investigate renaming to 'Good Research handbook'. HR has updated the RSCOP. Links to good research guide to be added to CAPOD postdoc page. LM to update RSCOP and MAS to take RSCOP to RS Forum and TU. **1/4/15:** Action essentially complete. RSCOP updated and taken to Research Staff Forum. Links from CAPOD webpages still need to be added. **3/7/15** This has now been done, from new Academic Staff page. Note: RSCOP refers to 'The Code of Practice for the Employment and Management of Research Staff'.	* Good research guide available * Links available to documents form CAPOD pages	Regular updates at HR Excellence Meetings
✅	5.2 (a)	Build a new suite of Enterprise and Entrepreneurship workshops into the GRADSkills programme, with a focus on internal rather than external presenters.	Educational and Postgraduate Researcher Developer/Head of Organisational and Staff Development	Sep-12	Meeting with Director of KTC has taken place. Going to happen in 2013	* Workshops available on Gradskills programme	Regular updates at HR Excellence Meetings
✅	5.2 (b)	Make 'public engagement' the theme of the 2013 research futures conference.	Head of Organisational and Staff Development	May-13	Conference date set and venue booked. Will be on 4 June. Meeting held internally and updates circulated. Many contributors confirmed and in discussion. Conference delivered and evaluated. Well attended and very positive feedback.	* Public engagement awareness increased	
✅	5.2 (c)	Market the Introduction to the KTC workshop amongst research staff.	Staff Developer (Research Staff)/Head of Organisational and Staff Development	Jun-12	Head of Organisational Development will include in research staff e-newsletter. One planned in each semester.	Workshop in each semester	Each Semester
✅	5.2 (d)	Investigate the support for researchers in Arts Schools who may feel isolated [Suggested by PI during consultation]	Head of Organisational and Staff Development	Sep-12	Set up an arts researcher networking meeting - Done. First event held. Very good feedback and strong support for regular networking/development events from Research staff in AHSS.	Events in each semester	Each Semester
✅	5.3 (a)	Increased emphasis on the Code of Practice and the Good Research Practice Guide at induction.	Head of Organisational and Staff Development	May-12	To be included on online induction tool	* Link to online induction tool	Regular updates at HR Excellence Meetings
✅	5.3 (b)	Include information at induction specifically for new PIs including Recruitment & Selection, budget management, staff performance and equality and diversity topics [Suggested by PI during consultation]	Head of Organisational and Staff Development/Equality and Diversity Officer	Sep-14	(PI web page created with 100+ hits per month.) This success measure reviewed and not appropriate to the action. More approrpaite is that revisions were made to induction activities.Will trial at September induction. Investigate having a PI page from the CAPOD/St Leonards College web site. Academic Developer working on these. 1/4/15: This action is complete as All Staff induction has been revised and includes information for PIs. However the action and outcomes have been confused and this action must be replaced with two new actions to address the PI webpage and PI induction resources. Also agreed to refer throughout to 'PIs and Research Leaders'.	* PI web page created with 100+ hits per month.	
✅	5.3 (c)	Create 'PIs and Research Leaders' webpage as a separate page which can be linked to from the CAPOD 'Academic Staff' webpage. This will bring together links to all relevant professional and career development content from elsewhere.	Staff Developer (Academic Staff)	Jun-15	PI webpage created and live.25/5/15 New PI and Research Leaders web page created on CAPOD webpage and other changes made to existing online induction resources to make them more accessible and to reflect terminology. First iteration of new online Academic Induction Resource will be available from July. 3/7/15 Discuss at next meeting whether a new action is required for reviewing and updating the resource.	* PI web page created with 100+ hits per month.	Regular updates at HR Excellence Meetings

✅	5.3 (d)	Create online induction resource for new academic staff including PIs and Research Leaders	Staff Developer (Academic Staff)	Jul-15	Online induction resource available for newly appointed academic staff. 25/5/15 New online Academic Induction Resource will be available from July. This will be the first version and will be revised subject to feedback from users and other colleagues. 21/09/15 On-line induction resource (AIR) is now available via the CAPOD webpage http://moody.st-andrews.ac.uk/storyboard/air/story.html	* Online induction resource available	
✅	5.3 (e)	Create 'PIs and Research Leaders' webpage as a separate page which can be linked from the CAPOD 'Academic Staff' webpage. This will bring together links to all relevant professional and career development content from elsewhere.	Staff Developer (Academic Staff)	Jun-15	PI webpage created and live.25/5/15 New PI and Research Leaders web page created on CAPOD webpage and other changes made to existing online induction resources to make them more accessible and to reflect terminology. First iteration of new online Academic Induction Resource will be available from July.	* PI web page created with 100+ hits per month.	
		Delete above - in twice!?					
✅	5.4 (a)	Section on Early Career Researcher options to be added to Careers Centre website. To include reference to issues of skills gaps.	Careers Adviser	Sep-12	Created and live Feb 2013	* Created and live	
✅	5.5 (a)	Remind research supervisors of their responsibilities in giving honest advice and tools to help researchers develop their career.	Staff Developer (Academic Staff)/Head of Organisational and Staff Development/Educational and Postgraduate Researcher Developer	Jun-15	Ensure this is included on Supervisor Workshops and within the RDS process.	* Supervisors regularly reminded	
✅	5.5 (b)	Target work-life balance information to PI e.g. wellbeing information via web page and supervisor update session	Equality and Diversity Officer/Staff Developer (Academic)	ongoing	Schools linking directly to wellbeing resources and Healthy Working Lives from School web landing pages. **1/4/15:** The group believes this has been done - but clearly more that can be done in the future. Wellbeing and Engagement Group are undertaking actions that will address this. Update from Equality and Diversity Officer suggests that all science schools are linking their staff resource online guidance directly to Wellbeing and Healthy Working Lives pages. E&D Officer has made it part of ASWAN that examples are provided to show how schools support staff wellbeing. Head of Organisational and Staff Development to check that these links are there. New action to be added on links to Wellbeing and Engagement Group. **25/01/16** Wellbeing Newlsetter created and distributed to subscribers. * Webpages complete * Posters emailed to all schools * Passport to Health and Wellbeing Excellence created and launched. New Action: To increase partcipation from Academic/Research cohort.	* All Schools have links to Wellbeing pages from their School landing pages	Regular updates at HR Excellence Meetings
✅	5.6 (a)	Investigate improving the scope for researchers to record their CPD through HR self-service	Director of HR/Head of Organisational and Staff Development	Jun-14	Researchers have an online space to record CPD. PURE has been investigated and discounted. My CPD (Strathclyde) has been investigated and discounted. RDF planner tool is available. Head of Organisational Development to investigate if CPD can be recorded in PDMS. **1/4/15:** Current action to investigate in-house options has been completed. RDF Planner and PDMS available to researchers. New action to be added to address possible proprietary solutions.	* Investigation undertaken and new action created	

HR Excellence in Research - Action Plan
E: Diversity & Equality

PRINCIPLE 6:	**_Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers_**

Note: All actions have been carried forward from the original 2012-14 & 14-16 Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward

Link to Univeristy Strategy 2015-2025	**_OUR PEOPLE - "We will work to ensure equal opportunity in all that we do, maintain diversity on committees across the University, remove gender pay gaps, work to redress the gender imbalance at professorial level and develop family friendly policies"._**

Key:
Green - Completed
Orange - Ongoing
White - NEW

Actions being progressed:

Progress	Ref	What we need to do	Who's leading	Original or New Target Delivery Date	Comment	Success Measure/s	Progress Review Date	Strategic theme
☑	6.1 (d)	Work towards Stonewall Diversity Award	Equality and Diversity Officer	Dec-16	25/5/15 E&D Officer advised that green light has now been given for the University to work towards this award.16/3/16: The University participated in the Stonewall Workplace Equality Index (Sep 2015). The University will renew the award in Jul 2016 and participate in the Index again in Sep 2016.	Stonewall Diversity Award achieved	Oct-16	1 & 2
☑	6.1 (e)	Work towards Race Equality Charter Mark	Equality and Diversity Officer	May-15	1/4/15: the Race Equality Self Assessment Team is chaired by Prof. Verity Brown. Survey was undertaken and completed by 516 staff. Submission now being worked on for submission to ECU by 10 April 2015. 16/3/16: Race Equality Self Assessment Team is chaired by Prof. Verity Brown. Survey was undertaken and completed by 516 staff (2014), focus groups being conducted (2015-16). Application document being created for submission to ECU for Feb 2017.	Race Equality Charter Mark obtained	Oct-16	1 & 2
☑	6.3 (a)	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	Director of HR/Equality and Diversity Officer	Ongoing	Statistics to be provided via Athena Swan. 17/03/16: Focus Groups have been established to elicit feedback from Female Academic/Research who have returned from Maternity Leave in STEMM Schools/Depts since 2013. The feedback is being discussed at the University Athena SWAN Committee. Impressively out of the 17 target audience 13 took part (76%).	Wellbeing of Researchers	Bi Annually and via ATHENA SWAN/E&D meetings	1 & 2
		Action 16: LM to provide update on this action at the meeting on 18th July						
☑	6.4 (d)	University to work towards Healthy Working Lives Silver Award	Head of Organisational and Staff Development	Sep-16	The Healthy Working Lives Silver Award was achieved in in December 2016. The Gold Award is now being worked towards.	Gold Award now being worked towards (submission date?	Dec-16	
NEW	6.4 (e)	Increase the level of research staff (and students where possible) engaging with Health and Wellbeing activities generaly Action 17: JF to provide stats around engagement and feedback	Head of Organisational and Staff Development	Jun-17	Since achieving the HWL Bronze Award the level of particpation among research staff has been low. Encouraging more healthy habits and a more active lifesytle is important to achieving a satisfactory work-life balance and this cohort should be specifically targeted and invovled.	* More engagement of researchers in health and wellbeing activities and events. * Maintain or improve work-life balance results in CROS and PIRLS *Staff Survey Results by cohort show improving work-life balance for researchers and closer parity with other staff.	Oct-16	

☑	6.5 (a)	Flexible working policy to effectively address requests for changed work patterns.	Director of HR/Equality and Diversity Officer	Sep-16		Statistics to be provided from HR on Flexible Working requests and any refusals	Formal Flexible Working Requests from Research Staff	Oct-16	1 & 2
☑	6.9 (a)	The current Harassment & Bullying Policy is being reviewed to be inclusive of the EHRC Equality Act Statutory Code of Practice for Employment.	Equality and Diversity Officer/ Director of HR	Dec-16		Conducting a second EIA on existing policy for completion. This is now with Director of HR for a second review, and may be rebranded. Analysing data from School Athena SWAN surveys, and obtaining University-wide feedback. 1/4/15: HR Business Partner to follow up with colleagues. 25/5/15 Work has started but still at an early stage. 21/09/15: Harassment and Bullying Policy to be signed off by end of 2015. 17/03/16: Review of Harassment and Bullying Policy. A new Dignity and Respect at Work Policy has been drafted and Sukhi is currently undertaking an equality impact assessment on it. It will be a while before it comes live as it has to jump through all of the hoops for approval first.	Reviewed policy published	Oct-16	1 & 2
☑	6.10 (b)	Work towards Athena Swan renewal Problem: CAPOD don't have data that can be analysed easily by gender We've requested a Qlikview platform so we can analyse data recorded in (Sandra Roddick in CAPOD working with PDMS designer on this)	Equality and Diversity Officer	Apr-16		Being undertaken through the Action Plan. 1/4/15: Being undertaken through the Action Plan review and writing new submission. Renewal deadline is 30 April 2016. On target for all Science schools to have applied for ASWAN status by November 2015. 25/5/15 On target for April 2016. 21/09/15 New Athena Swan Handbook now available. There are a number of school webpages that have E&D webpages as a result of Athena SWAN, which vary in content with some still updating. Arts schools will be target to replicate this initiative as part of their Athena SWAN processes. 16/3/16: Action being undertaken through the Action Plan review and writing new submission. Renewal deadline is 29 April 2016. All Science schools have applied for ASWAN status (Dec 2015). Work has commenced with Arts & Humanities Schools following the new Athena SWAN Handbook. Science Schools have develoepd E&D webpages resulting from Athena SWAN.	Athena SWAN Institutional Bronze award renewed	Oct-16	1 & 2
☑	6.10 (c)	Cross-cultural competence - important aspect of working with research students and staff is cross-cultural awareness. Provision needs to be made to ensure that academic staff are more cross-culturally competent. EL: Workshop was scheduled to run once per semester Material is ready to go! Due to poor uptake and presenter availability the workshop did not take place. EL is happy to try again this year but needs presenters to contribute.	Head of Organisational and Staff Development	May-16		25/5/15 CAPOD staff attended a session run by an external provider as part of investigation. External provider engaged to run one pilot session for Academic Staff and an additional 'train-the-trainer' session. The intention is to now develop our own in-house provision based on these events. Update 23 Nov. The pilot session for academic staff and the train the trainer session were delivered. In-house sessions for academic staff were subsequently scheduled. The first session in Semester 1 was cancelled due to poor uptake. The next session is scheduled in April. It was noted that the sessions for professional staff has a more engaging title and it was suggested that the title of the academic event be renamed "Working with students and staff in a multicultural environment"'.	Suitable provision investigated, organised, evaluated and embedded into scheduled development programmes.	Oct-16	1 & 2
NEW	6.10 (d)	Ensure all academic/research staff and particularly PIs and Research Leaders are aware of issues around unconscious bias and have had sufficient training to be aware of how to mitigate unconscious bias in their own transactions with others and more generally in the research environment.	Equality and Diversity Officer/CAPOD	Oct-16		An Unconscious Bias training session was run for the Athena SWAN working group by an external provider but was not very well received. Subsequently research has been undertaken to source alternative training and a tailored Unconscious Bias online trianing module produced by Marshalls has been comissioned.	Training provision in place and integrated with relevant programmes such as induction and Manager's Essentials.	Oct-16	1 & 2
		The Unconscious Bias product has gone live Mandatory for Passport to Research Futures Participants							

Completed Actions	

Progress	Ref	What we need to do	Who's leading	Target Delivery Date	Comment	Success Measure/s	Continuous Review Date (where applicable)
✅	6.1 (a)	Single Equality Scheme will result from: 1) Scottish Specific Duties – Public Sector Equality Duty, published by the Scottish Government early 2012. 2) EHRC Equality Act Statutory Code of Practice for Employment. Widen the equality scheme to include compliance actions for: Age, Gender reassignment, Pregnancy and maternity, Religion and belief, Sexual orientation	Equality and Diversity Officer	Apr-12	Published online on 30th April 2013	* Published	
✅	6.1 (b)	Application for the institutional Athena Swan 'Bronze Award'.	Athena SWAN academic lead	Nov-12	Submission completed. Resubmission date in November met.		
✅	6.1 (c)	Work towards Gender Equality Charter Mark	Equality and Diversity Officer	Nov-14	VP Governance provided input into the consultation for the University to commence work once ECU publish guidance in Nov 2014. **1/4/15:** Gender Equality Charter Mark now confirmed as 'Athena SWAN (Arts and Humanities)'. Guidance from the ECU has been delayed until May 2015. **25/5/15** GECM will now go forward as the new AS Award including A&H and students and accommodating LGBT. New 63 page handbook. E&D Officer updated group on plans for submission in 2016 and renewals in 2017.	* Gender Equality Charter Mark obtained	Quartely
✅	6.2 (a)	An HR Staff Welcome Pack is being created for non-UK staff relocating to the University, which contains information of different places of worship, cultural groups, and services within Fife.	Equality and Diversity Officer/Head of Organisational and Staff Development	Feb-12	Cat to link to new info on diversity pages from on-line induction. Equality and Diversity Officer: Introduced the 'International Researchers relocating to the UK' on-line guidance updated by EURAXESS & the British Council at the RSF plus forwarded for upload onto the Welcome page.	* Link to Information	
✅	6.4 (a)	Healthy Working Lives and Wellbeing and Engagement Group webpages to be more accessible and (possibly) linked to from school webpages.	Head of Organisational and Staff Development	Sep-15	**25/05/15** some schools have the links in place. E&D Officer to provide confirmation. **21/09/15** Webpages more accessible with continued work taking place to ensure ALL schools are linked to the pages.	Relevant content accessible more easily - with fewer clicks and linked to from Schools	Annually review website
✅	6.4 (b)	Assess the access and effectiveness of family friendly policies.	Equality and Diversity Officer	Mar-14	Surveys have been carried out in each School as part of Athena Swan and will be for Gender Equality Charter Mark checking staff opinions on access to these policies in relation to their gender. Results forwarded to HR Business Partners to generate actions with Heads of Schools.	* Awarenss of family friendly policies	Bi Annually and via ATHENA SWAN/E&D meetings
✅	6.4 (c)	Work towards Healthy Working Life Bronze Award	Head of Organisational and Staff Development	Mar-15	HWL Bronze Award achieved. University registered for Bronze award, and a number of activities are taking place. 1/4/15: Bronze Award submission was made and achieved. This action complete. University now working towards Silver and new action to be added.	*Achievement of Bronze award	
✅	6.6 (a)	Promote the updated version of the online Diversity training which is compliant with changes to the Public Sector Equality Duty: http://www.st-andrews.ac.uk/staff/ppd/developyourself/courses/diversityawareness/	Equality and Diversity Officer	Feb-12	Promoted as part of REF. New weblink: http://www.st-andrews.ac.uk/staff/ppd/diversity/	* Access to online Diversity training	Regular updates at HR Excellence Meetings
✅	6.7 (a)	Review of Recruitment & Selection guidance to be inclusive of the EHRC Equality Act Statutory Code of Practice for Employment.	Equality and Diversity Officer	Feb-12	Reviewed current training sessions with LN to schedule changes to delivery and content for Nov 2012 delivery. Ensured draft R&S Guide is inclusive of the Equality Act and that it contains links to the on-line 'Inclusive Recruitment' guidance: http://www.st-andrews.ac.uk/hr/edi/inc_recruitment/	* Review taken place	
✅	6.7 (b)	Review recruitment and selection training to ensure that recruiters of researchers are familiar with the relevant legislation, good practice and are sufficiently competent to conduct fair and effective recruitment and selection processes.	Head of Organisational and Staff Development/HR	Sep-15	Training provision reviewed and recommendations implemented.**25/5/15** New online course covering the procedural and legal aspects of recruitment is due to be launched in July and will cover content thus far included on the face-to-face recruitment workshop. Once this is up and running it will be a prerequisite for all staff on recruitment panels and for attendance on the face-to-face workshop, which will be revised accordingly. CAPOD are also working to develop a specific Academic Recruitment version of the R&S workshop, which will be piloted in August.	* Fair and effective recruitment and selection process	Regular updates at HR Excellence Meetings

✅	6.7 (c)	Deliver new recruitment and selection course	Head of Organisational and Staff Development/HR	Sep-15	**21/09/15** New R&S workshops are being delivered to the respective cohorts. New online material has been developed and is delivered as a pre-requiste to the classroom training for those people who are on a recruitment & selection panel.	* Attendance at workshops by Academics/PIs * R&S policy and procedures continue to be followed	Regular updates at HR Excellence Meetings
✅	6.8 (a)	Assess the accessibility and usage of ESOL related courses.	Equality and Diversity Officer	Apr-12	Equality and Diversity Officer: With input from Fife Council, the British Council and ESOL Scotland, a webpage has been created signposting ESOL courses for staff and their partners/families of different nationalities within commuting distance: http://www.st-andrews.ac.uk/hr/edi/race/LearningEnglish/	* Increased accessibility and ESOL useage	
✅	6.10 (a)	Establish clear links between Athena Swan and HR Excellence. Keep updated on School actions and feed into the RTS Forum	Equality and Diversity Officer	ongoing	Presented a paper at Research Staff Forum (20 Mar 2013) on Athena SWAN and key diversity awards recognised by funding bodies. Continue to provide updates.	Part of Athena SWAN and HR Excellence meetings	As per each meeting

HR Excellence in Research - Action Plan
F: Implementation and Review

PRINCIPLE 7:	*The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK*

Note: All actions have been carried forward from the original 2012-14 & 14-16 Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward

Link to University Strategy 2015-2025	**OUR SUCCESS -** *"We will also review the promotion criteria and process to ensure that the bar remains high, while recognising contributions in research, impact, teaching and service".*

Key:
Green - Completed
Orange - Ongoing
White - NEW

Actions being progressed:

Progress	Ref	What we need to do	Who's leading	Original or New Target Delivery Date	Comment	Success Measure/s	Progress Review Date	Strategic theme
☑	7.1 (g)	Continue to review HR Excellence in Research and provide submission for 4 yr review	Head of Organisational and Staff Development	Oct-16	All members of the working group provide input to the submission. Panel members agreed for institutional call	* 4 yr review submission 'on time'	Regular updates at HR Excellence Meetings	**ALL**

Completed Actions

Progress	Ref	What we need to do	Who's leading	Target Delivery Date	Comment	Success Measure/s	Continuous Review Date (where applicable)
✅	7.1 (a)	Update information on the Research and Teaching Staff Forum webpage and Research Staff Information webpage	HR Director	Feb-12	Research staff information page has been updated and HR Business Partner, LM to now review RTS Forum page. LM updated to include teaching fellows.	* webpages updated * researchers access information	Regular updates at HR Excellence Meetings
✅	7.1 (b)	Disseminate the results of the HR Excellence in Research submission 2012	Head of Organisational and Staff Development	Apr-12	Press release forwarded to Niall Scott. Webpages updated	* webpages updated * researchers access information	
✅	7.1 (c)	Have HR Excellence Plan on agenda for next Research and Teaching Staff Forum	Head of Organisational and Staff Development	Jun-12	Standing item		Regular updates at HR Excellence Meetings
✅	7.1 (d)	Link HR Excellence into the University's QA schemes	Quality Director	Mar-14	Included in the QA internal review reflective analysis guidance.		
✅	7.1 (e)	Review progress against action plan and generate actions from May 2015 - May 2017	Head of Organisational and Staff Development	May-15	New actions created. **1/4/15:** Progress against HR Excellence action plan reviewed and new actions added. Further new action to be added to require review of Concordat principles re-map against the HR Excellence Action Plan, and identify any new areas for inclusion in HR Excellence Action Plan.		Regular updates at HR Excellence Meetings
✅	7.1 (f)	ECR chat to drive focus	Head of Organisational and Staff Development	Apr-14	ECR chat publicised to Researcher network		
✅	7.2 (a)	Investigate running the CROS/ PIRLS survey	HR Director/Head of Organisational and Staff Development	Mar-13	CROS and PIRLS results collated, and new actions to be added to HR Excellence plan. CROS/PIRLS completed. Narrative summaries of results produced and published on University website along with full results. Will be raised at Research and Teaching Staff Forum and publicised via memos and newsletters.	* CROS & PIRLS survey's undertaken	Annually or every 2 years
✅	7.2 (b)	Improve number of survey participants in CROS/PIRLS 2015 via more active engagement with cohorts pre and post survey	Head of Organisational and Staff Development/Director of HR	Jan-15	**1/4/15:** CROS/PIRLS 2015 taking place in May. Plans currently underway. Will go to UTREC on 13 April. **25/5/15** target return rate updated to 30%. **21/09/15** Response rate improvement on last year. Benchmarking and narrative report being produced for publication.	Over 30% completion rate	Annually or every 2 years

✅	7.2 (c)	CROS/PIRLS survey undertaken	HR Director/Head of Organisational and Staff Development	Mar-13	Narrative summaries of results produced and are to be published on University website along with full results. Raised at Research and Teaching Staff Forum. Approved by VP Research Feb 16. **17/03/16:** CROS survey 15 results and narrative published on website. http://www.st-andrews.ac.uk/staff/research/professional development/HR Excellence/CROS/PIRLS/	Raise awareness of results to Researchers	Annually or every 2 years
✅	7.5 (a)	The Single Equality Scheme will comprise of key equality staffing data which can be utilised for action planning on gaps identified.	Equality and Diversity Officer	Apr-12	Published online 30th April 2013.	* Published	
✅	7.5 (b)	Investigate good workload model practice within the University and across the sector	Equality and Diversity Officer/ HR Director	Jan-14	Submitted guidance paper (27 Aug 2013) of identified good workload model practice to Schools working towards Athena SWAN (inc. Psychology, Chemistry, Physics plus Edinburgh examples) discussed with VP Governance to form part of the wider institutional good practice.	* Working model established	