

University of Hertfordshire HR Excellence in Research – Four Year Action Plan 2014 - Success Indicators

Concordat Principle	Success Indicators
1. Recruitment & Selection	<ul style="list-style-type: none"> • All researchers recruited and inducted according to University policies and procedures • Positive responses to CROS Questions on recruitment process • High proportion reporting positive views on corporate and local induction in CROS and staff survey • Positive evaluations for Central Induction workshops from researchers • Comparison of CROS responses and internal data about participation in training
2. Recognition & Value	<ul style="list-style-type: none"> • Overall satisfaction of research staff in CROS and University staff survey • Satisfaction with appraisal process as indicated in CROS and staff survey • Positive feedback from research staff conference
3. Support	<ul style="list-style-type: none"> • A cadre of research leaders equipped to develop research at the University emerging from the ‘Developing a Research Community’ programme • Numbers of research staff attending supervisor training • Numbers of research staff engaging in international networking and conference attendance – data supplied by ADRs
4. Career Development	<ul style="list-style-type: none"> • Numbers of research staff engaging in personal and career management via career management training • CROS Results and response • Numbers of individual research staff attending Human Resources Development and Research Grants Team events
5. Researchers’ Responsibilities	<ul style="list-style-type: none"> • Effective research staff engagement at RI level • Number and value of bids supported to the Researcher Led Initiative Fund • Knowledge and understanding of Concordat, Vitae & other national initiatives, CROS results and response
6. Diversity & equality	<ul style="list-style-type: none"> • Institution wide recognition by Athena SWAN at Bronze level • STEM Schools receiving Athena SWAN recognition at Bronze level • Diversity and equality training attended by all new research staff • Response to CROS and University staff survey questions
7. Implementation & Review	<ul style="list-style-type: none"> • Maintaining HR Excellence in Research award • Annual reporting at Research Committee on Researcher Development.

University of Hertfordshire HR Excellence in Research – Four Year Action Plan 2014-18 (to be reviewed in December 2015 and further actions for 2016-17 identified).

Concordat Principle	Action	Owner	Target
1. Recruitment & Selection	Harmonised role titles in recruitment materials. Research committee to review University's Policies and Regulations for approved titles HR01 (formerly PER/B/1).	Human Resources; Research Committee	April 2015
	Continue to monitor staff numbers on fixed term contracts and provide mentoring when staff are approaching the end of their contract	Human Resources	Annually 2014-2018 and beyond
	Work with research managers (inclusively defined) to understand the barriers that prevent researcher taking up training opportunities. Identify actions to remove barriers.	RDWG	July 2015
	As part of an audit of the effectiveness of local induction in 2014/15, analyse the data collected to highlight and disseminate evidence of good local induction practices and flag areas where local induction processes could be enhanced for new Research staff.	Human Resources	January 2016
2. Recognition & Value	Audit the approach to appointing to roles and duties in Schools and introduce approaches to ensure there are transparent and equitable processes.	Human Resources	July 2015
	Undertake an EIA on academic promotion particularly focussing on appointment of Reader and Professor. Consider how quality as well as quantity of output might be assessed and how part time working can be allowed for.	Human Resources	July 2015
	Review and refine processes by which academics are identified as research active and eligible for the REF pool.	Head of Research Policy and Assessment	May 2016 – July 2016
3. & 4. Support & Career Development	Biennial Excellence in Research conference, based on successful 2014 conference, to increase awareness of external & internal researcher development contexts.	RDWG	Dec 2016
	Develop mandatory face to face risk management session for researchers working in workshops, laboratories or in the field	Director Health and Safety	Dec 2015
	Develop a 1 hour supervising safely course based on the newly launched "Managers Essentials" for Research Supervisors	Director Health and Safety	Dec 2015
	Establish the need for Career development sessions and, if required, develop a session on applying for readerships/professorships.	HR Development, Research Grants Office, Researcher Development Programme	June 2015
	Assess the need for increased training in public engagement, career management and research impact, communication and dissemination and design solutions as required. Training on public engagement delivered by the Research Policy and Assessment team is planned for June 2015.	HR Development; Research Grants Office; Researcher Development Programme; Research Institutes; Research Policy and Assessment	June 2015
	Increased publicity for courses through both the intranet and an annual booklet of development opportunities, their accessibility and their benefits	Researcher Development Programme; Research Grants Office; HR Development	Sept 2015
	Further promote research development opportunities in a more targeted manner to all women in STEMM and beyond	Human Resources and Athena SWAN coordinator	Ongoing until 2018 & beyond
	Establish Research Staff Mentoring Scheme, based on previous pilot and workshop at	PVC Research Management Group;	March 2016 to

	Research Excellence conference September 2014, in liaison with Women in Science mentoring strand.	HR Development; RDWG	fully embed
	Run focus groups with staff to identify how managers can be supported to hold better career discussions during appraisals and how staff can be encouraged to success available support proactively	Human Resources supported by Deans of Schools	January 2016
	Following the institution of the Doctoral College as a mechanism for research staff community engagement, and the expansion of the RDWG to include researcher representatives from each of the Schools, determine if any further demand for a research staff association or research staff fora, e.g. within Research Institutes, remains and act accordingly.	RDWG; Human Resources; Directors of RIs; Director of Research Degrees	July 2015
	Administer an annual Researcher-Led Research Skills Development Fund 2015	RDWG ECRs	July 2015
5. Researchers' Responsibilities	Two-way reporting from Schools researcher representatives on RDWG	RDWG ECRs	Jan 2018
6. Diversity & Equality	Achieve Athena SWAN institutional bronze award and five School level bronze awards	Athena SWAN lead	April 2015
	Further building on the Women's Network launched April 2014 , based on demand within/beyond STEM by providing 3 events per year	Athena SWAN lead	January 2017
	Roll out Unconscious Bias training to all Schools and work with STEMM Schools to ensure targets are met	Head of Equality, supported by Deans of schools	December 2016
7. Implementation & Review	Participate in CROS 2015 and PRES	Research Committee	spring 2015
	Participate in PIRLS, to access PI views and feedback	Research Committee	spring 2015
	Retain HR Excellence in Research Award	RDWG et al	2015, 2018
	Reporting at the Research Committee on Researcher Development	RDWG Chair	Ongoing
	Run another institutional staff survey	Human Resources	October 2016
	Analyse results from staff survey 2016 and present findings at institutional and school levels	Human Resources and Equality Office	February 2017