

University of Hertfordshire HREiR Action Plan 2014-18 (reviewed March and October 2016, and April 2017).

Concordat Principle	Action	Owner	Target	Progress
<b>1. Recruitment &amp; Selection</b>	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	Done and on following on StaffNet: - Research Assistant UH5 - Senior Research Assistant UH6 - Research Fellow UH7 - Senior Research Fellow UH8.
	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, beyond	Done/Ongoing: Athena SWAN action - all staff on fixed-term contracts are monitored and we ensure that they receive appropriate advice.
	Work with research managers (inclusively defined) to understand the barriers that prevent researchers taking up training opportunities. Identify actions to remove barriers. CROS 2015 results show 87% of respondents feel able to access training and development activity.	RDWG	July 2015	Done – barriers identified; scheduling research training of no longer than ½ day & raising concerns on cancellations due to workload at People Board.
	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	Audit completed, updates now in place on StaffNet pages. Research Induction programme now provided by Research Office aiming for 75% of new research staff to attend.
<b>2. Recognition &amp; Value</b>	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	Done - policy updated and <b>all</b> roles must be advertised in department / school to enable a fair process.
	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 accommodated.	Human Resources	July 2015	Partly done through the Career Pathways programme, see 2016-20 HREiR action plan.
	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	Done – Research Office discussion paper, Head of Research Office.
<b>3. &amp; 4. Support &amp; Career Development</b>	Biennial Excellence in Research conference, based on successful 2014 conference, to increase awareness of external & internal researcher development contexts.	RDWG	December 2016	Done - 21/09/2016 hosted 'ResDev 16' joint conference with Doctoral College for over 150 researchers with 92.9% of respondents responding that the conference was beneficial.
	Develop mandatory face to face risk management session for researchers working in workshops, laboratories or in the field.	Director Health and Safety	December 2015	Done – piloted Jan 2016, ran first sessions 1/06/16 & 06/09/16.
	Develop a 1 hour supervising safely course based on the newly launched 'Managers Essentials' for Research Supervisors.	Director Health and Safety	December 2015	Done – piloted Jan 2016, ran first sessions 1/06/16 & 06/09/16.
	Establish the need for Career development sessions and, if required, develop a session on applying for readerships/professorships. Vitae 'Progressing Your Academic Career for Women' session ran with 20 Participants and good evaluation comments. Held a Careers	HRD, Research Grants Office, RDP, RDWG	June 2015	Done – session ran in June 2015 (see green text in action panel, left).

	session at ResDev16 conference and from that developed the Academic Career Pathways programme as a result – see HREiR action plan 2016-20.			
	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. In July 2016, we held our second Public Engagement with Research Conference and an accompanying Research Innovation Showcase to demonstrate to an internal and external audience research-led innovations in science, engineering, health, creative arts and the humanities. To support these events, we produced twelve short videos of current researchers talking about their research which have on-going value both for public engagement and development.	HRD; Research Office; RDP; RIs; RDWG	June 2015	Done - 2 <sup>nd</sup> Vitae session booked (see green text in action panel, left).
	Increased publicity for courses through both the intranet and an annual booklet of development opportunities, their accessibility and their benefits.	RDP; Research Grants Office; HRD	Sept 2015	Done – annual copies of Researcher Development Programme booklet produced & on Studynet including People Development sessions.
	Further promote researcher development opportunities in a more targeted manner to all women in STEMM and beyond.	HR and Athena SWAN coordinator	Ongoing, 2018 & beyond	Ongoing, through SAT to review communications, to be updated in January 2017. All schools now have or are applying for Athena SWAN.
	Establish Research Staff Mentoring Scheme, based on previous pilot and workshop at Research Excellence conference September 2014, in liaison with Women in Science mentoring strand.	PVC Research Management Group	March 2016 to fully embed	Mentoring defined into four types and scheme guidelines produced for Mentors and Mentees on StaffNet. - Training provided for Pharmacy team.
	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 access available support proactively. CROS showed that 85% of UH 2015 respondents had participated in staff appraisal. 44.% found it useful ‘In identifying your strengths and achievements’ and 47% in ‘reviewing your personal progress’ but only 24% found it helped focus on career aspirations and how these are met by their current role.	Human Resources supported by Deans of Schools	January 2016	Done – guidance notes produced for appraisal discussions for managers and ‘Developing Your Career’ booklet (see green text in action panel, left).
	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. We held a dual conference for both staff and students ‘ResDev16’ on 21/09/16 with over 150 delegates. Evaluations show 92.9% of respondents felt that the conference was beneficial.	RDWG; Human Resources; Directors of RIs; Director of Research Degrees	July 2015	Done (see green text in action panel, left).
	Administer an annual Researcher-Led Research Skills Development Fund 2015.	RDWG ECRs	July 2015	Done – annual fund running providing £500 per School to run development event or fund attendance on course
<b>5. Researchers’ Responsibilities</b>	Two-way reporting from Schools researcher representatives on RDWG.	RDWG ECRs	January 2018	Done – agenda item on all RDWG meetings for School reps updates.
<b>6. Diversity &amp; Equality</b>	Achieve Athena SWAN institutional bronze award and five School level bronze awards.	Athena SWAN lead	April 2015	Done - achieved bronze at university level and for four schools in 2014.

	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	Ongoing, but this may be broadened as Athena SWAN now extends beyond female academics.
	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	Done – ongoing and this is now mandatory for recruitment panels and other topics added; Trans awareness and Cultural Awareness in 2016.
<b>7. Implementation &amp; Review</b>	Participate in CROS 2015 and PRES - analyse results and produce action plan to address concerns.	Research Committee	Spring 2015	Done - Survey completed and Report analysing results discussed with actions in updated 2016-20 HREiR action plan.
	Participate in PIRLS, to access PI views and feedback analyse results and produce action plan to address concerns.	Research Committee	Spring 2015	Done - Survey completed and Report analysing results discussed with actions in updated 2016-20 HREiR action plan.
	Retain HR Excellence in Research Award. Retained and assessment resulted in action plan for 2016-20 which is a live document and a permanent agenda item on each RDWG meeting.	RDWG et al	2015, 2018	Done – retained award 2015.
	Reporting at the Research Committee on Researcher Development.	RDWG Chair	Ongoing	Done – The Chair of the RDWG reports to the University Research Committee at each meeting (3 p/a).
	Run another institutional staff survey.	Human Resources	October 2016	Booked for spring 2017 – see 2016-20 HREiR action plan.
	Analyse results from staff survey 2016 and present findings at institutional and school levels.	Human Resources; Equality Office	February 2017	Deferred as survey not running until spring 2017 – see 2016-20 HREiR action plan.