

Review of Progress against Concordat Action Plan 2015-2017

The Action Plan 2017-19 builds on our previous action plans from 2011, 2013 and 2015. These plans can be found [here](#).

PROPOSED ACTIONS (2015)	LEAD	STATUS & PROGRESS
<p>A: RECRUITMENT AND SELECTION</p> <p>Principle 1: Recognition and the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</p>		

1a Enhance the induction process for research staff.

We will:

- r Conduct a focus group to identify issues and shortcomings around the induction process;
- r Enhance the PI checklist to include better signposting to resources to support researcher induction; C4sDÀ 0

			<ul style="list-style-type: none"> r Research staff were encouraged to undertake training in recruitment and selection, resulting in a small increase in number of participants but generally only where involvement in recruitment and selection had already been identified as likely (i.e. senior research fellows and grant holders). r Inclusion of research staff in selection panels encouraged where appropriate and relevant – encouraged but not fully achieved. r Outcomes and findings reported to Equal Opportunities and Human Resources Committee. <p>Action to be carried forward – further monitoring of practice and encouragement of research staff inclusion in recruitment and selection.</p>
1c	<p>The HR director will continue to lead on reviewing our processes and procedures including:</p> <ul style="list-style-type: none"> r Monitoring the number and use of fixed term contracts issued; r Opportunities for staff promotion and progression. 	HR	<p>Completed</p> <p>Successful measures delivered:</p> <ul style="list-style-type: none"> r Quantitative data relating to number of fixed term research contracts collated, reported, reviewed and analysed through Athena SWAN committee and further actions proposed within new action plan. r Staff promotions and progression analysed by contract status, gender, age and ethnicity to identify any patterns of under/ over representation – on going action with full consultation of research staff. Proposed changes to promotions procedure drafted and circulated to senior staff for discussion.
<p>B: RECOGNITION AND VALUE</p> <p>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.</p>			
2a	<p>Create a handbook for research staff / post doc that provides a code of practice and clearly signposts the support and resources available to them.</p>	GS/ RSA/ RIs/ RCIG	<p>Partially completed.</p> <p>Successful measures delivered:</p> <ul style="list-style-type: none"> r Evaluation of information needs conducted with research staff by RSA and reported to RCIG. r Handbooks produced by other HEIs reviewed and good practice identified. r Finalisation of handbook delayed by need for completion of reviews of other internal processes and procedures (e.g. project TIGER) and HR approval. <p>Action carried forward:</p> <p>To complete and distribute handbook by July 2018.</p>

2b	Review data from the local university wide staff survey (BrunelVoice). This was conducted for the first time in May 2015. The results were not stratified for research staff as a separate group, so we will explore the possibility of doing this in future iterations of the survey, which will be conducted biannually.	HR/ SD/ GS	<p>Partially completed.</p> <p>Success measures delivered:</p> <ul style="list-style-type: none"> r A year on year increase in completion rate was achieved for the survey (59% 62%). r The additional cost of survey analysis by staff group explored but discounted due to cost. r Survey analysis conducted and shared for 2015 and 2016 (not yet for 2017) r Data was collated and shared with all staff groups r Enhancement activities/ outcomes stemming from the survey were promoted across the University. r Overlapping these explored with CRO& PIRLS. <p>Action carried forward:</p> <p>Further analysis and comparison following release of 2017 data.</p>
2c	Introduce a new PDR process – mandatory for all University staff – and review participation rates for different staff groups. Evaluate researchers' experiences of the process through annual focus groups and through analysis of feedback from the biennial CRO& survey.	HR/ Staff Development Review (GS/ RSA / RCIG)	<p>Completed.</p> <p>Success measures delivered:</p> <ul style="list-style-type: none"> r PDR process has been delivered with overall staff completion rate of 87% (for 2016). Completion data for 2017 not available at the time of this report. r It was not possible to analyse completion rates by group. However, CRO& 2017 participants reported 70% engagement with the process. However, this figure relates to CRO& participants only.

3b	Improve mechanisms for regular coordinated communication about development opportunities for research staff, making better use of the University's new SharePoint system. Monitor engagement with system by research staff.	RSA/ GS/ Marketing & Communications	<p>Partially completed.</p> <p>Success measures delivered:</p> <ul style="list-style-type: none"> r SharePoint site for research staff created but review revealed limited usage of resource by research staff. Maintenance of up to date central staff list for access proved difficult without identifiable admin support for this. r Better communication with staff achieved through more regular face to face consultation, e updates from Senate representatives and the Graduate School.
3c	Increase research engagement with University wide programmes and schemes (e.g. coaching and mentoring) and encourage wider participation through programme improvements, better promotion and stronger peer communication strategies. Encourage engagement of researchers where appropriate, both as trained coaches/ mentors and coaches/ mentees.	HR (staff development) / GS/ PDORCIG / RIs	<p>Completed.</p> <p>Success measures delivered:</p> <ul style="list-style-type: none"> r Central coaching and mentoring schemes launched in 2015 and 2016 and promoted to all staff. 10 qualified coaches within University central coaching pool include two research staff. r Workshops provided to highlight coaching and mentoring opportunities to staff; 2 workshops for mentees delivered to 48 participants. r Increased involvement of PGR students on the University's <i>READY</i> programme, supporting employability skills and led by the Professional Development Centre. r 36 women supported to attend the LFHE <i>Aurora</i> programmes since 2015 and provided with institutional mentors. r 6 BME staff supported to participate in <i>Diversity in Leadership</i> programme.

3d Pilot a collaborative cross University development programme to help researchers develop skills required to enhance research performance (including securing funding, profile and output management, knowledge exchange and impact delivery). We will measure impact by exploring a range of success measures,

4a Enhance and evaluate the provision of online training opportunities as an on going part of the Researcher Development Programme Promote and integrate the online courses that have been developed and establish mechanisms to evaluate usage and engagement.
Collate

D: RESEARCHERS RESPONSIBILITIES

Principle 5: Individual researchers share the responsibility for and need to pro actively engage in their own personal and career

Action to be carried forward:

Monitoring of engagement and access

6b	<p>Revisethe communicationaroundthe AthenaSWAN ResearchAwardsto makeexplicitthat eligible independentresearchers(REFdefinition) are encouragedto apply.</p>	Deanof Research	<p>Partiallycompleted.</p> <p>Successmeasuresdelivered:</p> <ul style="list-style-type: none"> r ASCommunicationreviewedandmademore explicitfor all staff, howeverno increasein the numberof applicationsreceivedfrom researchstaff wasobserved. r Researcherswere questionedaboutthe successof communication/ increased awarenessof the schemeduringa researchstaff network meeting.Feedbackfrom that andCRO2017suggestedmore researchershaveheardof AS,but confusion remainsaboutthe ASagendaandits outcomes.
6c	<p>Work to identify femaleresearchstaff who havebeen on successivecontractsat BUL;examinedata to identify anycharacteristicscommon to this group,and exploreprovisionof additionalsupportfor their career development.</p>	<p>HR/ PVCEqual Opportunitiesand Staff Development/ CollegeVice Deansof Research/ CollegeDeans Equal</p>	<p>Not completed(due to delayin projectTIGERcompletion)</p> <p>Actionsto be carriedforward:</p> <ul style="list-style-type: none"> r Dataaboveto be reviewed,quantifiedand reported on an annualbasis. <p>Equalityimpactassessmentreportingenhancedto enableddevelopmentof targetedstrategic intervention.</p>

6d Continueto run RCIGmeetings6 to 8 timesper annum to overseeandreviewimplementationof the ConcordatActionPlan.Review3female inter1 (Bul) Staffts

F: IMPLEMENTATION AND REVIEW

Principle 7: The sector and all

GLOSSARY

APEX Academic Practice and Professional Excellence Framework

BEEG Brunel Educational Excellence Centre

BRAMNET Brunel Research Administrators and Managers Network