

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 University 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 and all subsequent Action Plans. In some cases actions have been reworded to reflect the requirements of the institution and progress required moving forward

[Actions from Principle 1 are regularly discussed via the Research and Teaching Staff Forum](#)

Completed actions only

Completed Actions								
Progress	Ref	Action	Who's leading	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 and Teaching Staff Forum (RTSF).	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 Harassment & 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-requisite 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-requisite 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	

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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.*

[Link to University 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."*

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

Completed actions only

Completed Actions								
Progress	Ref	Action	By whom	Completed	Comment	Success Measure	Continuous Review Date (where applicable)	Strategic theme
	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 Questionnaire to ask if have participated in Q6/Academic Review			
	2.1 (c)	Increase participation of research staff in the biannual Staff Survey and analyse 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	Dec-17	<p>7/11/17: With regard to research staff participation in the 2017 Staff Survey, this action was not achieved. Out of a total of 265 members of contract research staff, 111 (42 %) responded to the 2017 survey compared to 128 out of 311 (41%) in 2015.</p> <p>Age range of contract research staff: 56% of 2017 respondents were aged 26-35 years and 25 % were aged 36-45 years.</p> <p>Formal review: in 2017, 67% of respondents had received their formal review within the past 12 months, 33% had not, compared to 2015, when 55% of respondents had received their review and 32% had not (13% replied as N/A). For 2017, 88% agreed that they had received useful feedback on their performance from their line manager, compared to 69% in 2015.</p> <p>Support for CPD: 87.3% of respondents agreed that their line manager ensures they have the skills to do the job and supports CPD compared to 74% in 2015. 96% (same as 2015) believe that training and development are a valuable part of their career. 95% (up 8%) know where to find activities, 72 % (up 6%) found those activities relevant to their work needs and 61% (up 8%) found development opportunities helpful.</p> <p>Overall participation in the 2017 Staff Survey increased to 57% from 52.5% in 2015. Against the benchmarking questions from the 2015 survey, overall improvement in the positive response rate was observed. By averaging the positive response rates for all benchmarking questions, a single 'satisfaction index' can be produced. This figure stands at 75.1%, a 4.1 % point increase on 2015. This also demonstrates significant improvement on earlier surveys, with a 13.4% point improvement in the overall satisfaction index over the last four surveys (since 2009). Of the 51 statements repeated from the 2015 survey, 45 showed an increase in the positive response rate, with 27 increasing by 3% points or more and 12 by 5% points or more.</p>	Not achieved for 2017. However, new actions arose from the survey		1
	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 RTSF 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	Careers Adviser	Dec-12				

2.3	Monthly newsletter to be sent to all PIs communicating updates, development opportunities etc. [Suggested by PI during consultation]	Academic	Dec-14	(PI web page created with 100+ hits per month, featuring news items) - success measure mismatched with action. Success measure should be launch of newsletter, with regular editions published and positive feedback received. Action re-worked to become establishment of a PI webpage additionally. 1/4/15: Action reinstated as establishment of newsletter for Academic staff including PIs and Research Leaders. Webpage has been included as a separate action. Newsletter has been developed and launched under the name 'Aspire' and is published every 6 weeks.		Biannually	
2.3 (b)	Support Supervisors 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	
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)	
2.3 (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)	Dec-17	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 opportunity 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. (18/07/17): on 13/06/17, the options available to Heads of School for their own development upon induction, were presented by a member of the CAPOD team and awareness was raised regarding the Heads of School toolkit. Feedback indicated that the CAPOD Coaching programme was found to be useful and the Toolkit could potentially be a good resource but needs refining. A Toolkit review is therefore underway. (24/10/17): improvements to the Head of School toolkit and accompanying resources are progressing. Encouragingly, the 2017 Staff Survey data showed that 83 % of research staff who responded felt that they worked in a well-manged School/Unit indicting that Heads of School are effective in their role. (11/12/17): Following a review of the toolkit, the resources available were deemed adequate but promotion of these resource is required.	* Heads of School (HoS) Programme proposal developed and approved * Buy-in from HoSs and active involvement * Improvement in HoS satisfaction with the role *Improved perceptions of management effectiveness within Schools as indicated in the Staff Survey and other surveys e.g. CROS		2

2.3 (j)	Develop a programme 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	Jun-18	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 proposal for a 'Managers Essentials' programme, for all new and existing people managers was developed and which will be ready to be piloted in October 2016. 11/12/17: online module "Mental healthy workplace" added as a core subunit of the Passport to Management Excellence. Head of HR (Oct 2016) and HR business partners (August 2017) were enrolled on the online module for feedback purposes. The possibility for "HR policies for managers" to go online with a voiceover for the slides, has been discussed - this requires final agreement with the Unions before rollout to all staff. New action: 2.3 (l)	Managers Essentials programme ready to be piloted October 2016. Action complete, new resources developed.	Regular updates at HR Excellence Meetings	2
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	
2.4 (b)	Enhance provision of information and development of more formal redeployment system.	Director of HR	May-20	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. 19/03/18: subject to be discussed regularly and progressed through the research and teaching staff forum.	*Contract letters mention formal redeployment system	RTSF, twice a year	
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	New alumni networking tool Saint Connect launched March 2014 . 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: progress being made with Saint Connect - two new groups set up for A&H and Science researchers. 23/11/15 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.	Saint Connect now has contacts in 14 countries	Regular updates at HR Excellence Meetings	
2.6 (b)	Thesis Bootcamp pilot took place in January 2016 and January 2017	Educational and Postgraduate Researcher Developer	AY16/17 (by April 17)	This 2.5 day event engages participants with the writing process and tackles the motivation challenges associated with writing a thesis. The first Thesis Boot Camp ran in January 2016 with a target of recruiting 24 participants and achieved 32. 24.10.17: The event ran again in Jan 2017 with a target of recruiting 25 participants and achieved 29. Highly rated by participants, this initiative is set to run annually.	Good feedback Run annually	Regular updates at HR Excellence Meetings	

	2.6 (d)	Pilot PGR/Post-doc 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)	<p>25/5/15 Target date updated to December 2015.</p> <p>23/11/15: Pilot PGR/Post-doc 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 - see 2.6 (b).</p> <p>24/10/17: Post-doc-PGR networking session planned for 02/11/17 to increase connections between these cohorts. Session designed as part of 'Post-doc pizza', a series of networking events through which different cohorts/special guests are invited to network/discuss career development with the Post-doc community.</p> <p>11/12/17: Excellent attendance and reviews for the event held on 02/11/17. New action to build researcher-researcher and research-support unit connections University wide.</p> <p>New action 2.6 (e)</p>	Mixer event scheduled, run and evaluated	Sep-16	3
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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

[Link to University Strategy 2015-2025](#)

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."

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

Completed actions only

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

3.3 (b)	Review and improve the core, career-focussed component of the Passport to Research Futures Programme for research staff.	Staff Developer (Research Staff)/ Careers Adviser	May-18	<p>Work closely with the CAPOD-associated Careers Advisor to deliver and develop workshops and initiatives for researchers.</p> <p>18/07/17: with the arrival of a new CAPOD Staff Developer in Feb 2017, a review of the offerings included in the Passport to Research Futures programme is underway. A general survey designed to inform the development of the Passport to Research Futures programme is being designed alongside an initiative to specifically profile the experiences of women who have participated. A focus on career development forms the core component of the passport. The results of the survey will therefore highlight positive reviews and potential improvements to coverage in this area.</p> <p>24/10/17: The Passport to Research Futures Programme Survey was sent out to current and past participants on 13/10/17.</p> <p>11/12/17: Analysis of the survey results are underway, to be followed by discussion with the careers advisor.</p> <p>19/03/18: Reassuringly, the 2017 CROS results showed that 85.9% of respondents felt that they were encouraged by their manager, to engage in personal and career development (an increase of 17.4% since 2015) and 95% agreed that they take ownership for their career development. Following the Passport to Research Futures review survey, the core career planning workshops underwent further review in 2018 through consultation with the Careers Advisor who is dedicated to research staff and postgraduate researchers. 'Career paths for research staff' and 'Career planning and self-development' have now been personalised for participants, allowing each session to be tailored to the group: participants are now asked to send their current CV to the presenter prior to the chosen workshop and complete 2 pieces of pre-workshop preparation prior to the 'Career planning and self-development'. Feedback from these workshops will be reviewed and inform further development prior to AY 2018-19. The PRF review will be used to inform development of the programme for AY 2018-19.</p>	<p>*Increase in Research Staff appointments within careers</p> <p>*Well attended career-associated workshops and initiatives</p> <p>*Good feedback for careers-focused courses.</p>	Initial review Feb 17 & then at each working group meeting up to May 18
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.	
3.6 (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

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 appropriate 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 it was rejected due to concerns about duplication of supervisor responsibilities. Parallel action to address the same issue has been undertaken, to establish PGR-to-Post-doc Transitions workshop, which has run successfully and is now part of scheduled GRADSkills programme. New action to be added around PGR/Post-doc 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	PGR Supervisor Training workshop 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	The Early Career Academics' Mentoring Scheme became available to staff in 2005. Developed through collaboration between The University of St Andrews (CAPOD) and the University of Dundee (OPD) this highly successful cross-institution scheme supports a 12 month cycle of mentoring partnerships which establish in October each academic year. The 2015/16 scheme comprised of 30 partnerships across the University of St Andrews and the University of Dundee. The 2016-17 cycle welcomed Abertay University for its first trial cycle and comprised of 57 new partnerships and 8 continuing partnerships. 18/07/17: for the 11th cycle (2017-18) the mentoring scheme was re-branded and re-named as the 'Teaching, Research and Academic Mentoring Scheme' to encourage more potential mentors and mentees to apply. The aim of the scheme is to pair experienced Teaching and Research Academics (mentors) with colleagues at an earlier career stage (mentees), to provide guidance and structured support. The 2017-18 cycle welcomed Abertay University its 2nd trial cycle and Glasgow School of Art for their trial first cycle, thus strengthening our links with other Scottish Universities. 24/10/17: the 2017-18 cycle is supporting 64 new partnerships and 9 continuing 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' - success 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.		

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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*

[Link to University 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"**

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Completed actions only

Completed Actions							
Progress	Ref	Action	By whom	Completed	Comment	Success Measure/s	Continuous Review Date (where applicable)
	4.1 (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.		
	4.2 (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)
	4.3 (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	Epigeum resources highlighted to all PI and 30+ using it. Investigate offering new Epigeum resources in Leadership and Management to PIs. To be rolled out to PIs. 1/4/15: Epigeum Professional Skills for Research Leaders offered to PIs and research leaders as a pilot, but no uptake. This and HoS Toolkit can be made available via the new PI and Research Leader webpage (separate action) and promoted in Aspire. 25/5/15 This item is substantially 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
	4.3 (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.	Epigeum resources highlighted to all PI and 30+ using it	Bi-annually and via RDS

4.4 (a)	Investigate level of interest amongst staff in RS associations	Head of Organisational and Staff Development	Feb-15	<p>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.</p> <p>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.</p> <p>25/5/15 Research Staff Developer now following this up.</p> <p>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 established 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 similar 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.</p>	*Investigation carried out * further actions established based on the recommendations that result.	Regular updates at HR Excellence Meetings
4.5 (a)	Investigate group mentoring approach - mentoring circles/peer mentoring	Head of Organisational and Staff Development	Nov-14	<p>Informal discussions held with other institutions and ongoing. Group mentoring scheduled as a development for SUMAC mentoring platform for 2014-15, which will facilitate establishment of mentoring groups. Being piloted with Research Futures cohort.</p> <p>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 appropriate would be that investigation generates recommendations for further action.</p>	* Social Learning Group established	Regular updates at HR Excellence Meetings
4.5 (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	<p>25/5/15 Staff Developer (Research Staff) to progress this with Passport to Research Futures cohort.</p> <p>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.</p>	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
4.5 (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

	4.6 (a)	Assess how research staff feel they are managed and supported with regard to professional and career development alongside the views PI's with regard to their confidence and competence in providing such support	Director of HR / Staff Developer (Research Staff) / Head of Organisational and Staff Development	Dec-17	<p>11/12/17: 2017 PIRLS: Encouragingly, 91.2% and 63.3% of respondents agreed that providing advice on careers inside and outside education, respectively, was important in being a successful PI/research leader; 92.5% agreed that developing RS constitutes an important part of this role; 68% felt confident in providing RS with advice on a range of career opportunities (5% > 2015 PIRLS) and 62.9% felt that their contributions were valued by the University. These results were reflected positively by RS in recent surveys: 2017 SS: 83% of RS respondents felt that they worked in a well-manged School/Unit, indicating that Heads of School are effective in their role; 87.3% agreed that their line manager supported their CPD; 94.5% knew where to find CPD information. 2017 CROS: 85.9% of respondents felt encouraged to engage in CPD (17.4% > 2015) and 95% agreed that they take ownership for their CPD. Positive response rates for both CROS questions increased > 10% since 2015 and sit above the National Average. Continue to monitor the CROS results and signpost RS to careers support via the Contract RS webpages, the Passport to Research Futures (PRF) programme, induction activities & networking events.</p>	<p>*RS feel that they are well managed and supported (CROS / SS) *PIs indicate that providing support around careers and professional development is important to their role and they feel confident in fulfilling this role (PIRLS)</p>	<p>Periodic SS CROS PIRLS</p>
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HR Excellence in Research - Action Plan

D. Researchers' Responsibilities

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

[Link to University 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".**

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

Completed actions only

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 practice. Investigate renaming to 'Good Research handbook'. HR has updated the RSCOP. Links to good research guide to be added to CAPOD Post-doc 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
	5.1 (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	Director Research Strategy, Policy and Support	May-20	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. 23/05/17: Following a break in proceedings, the Research Integrity Working Group (RIWG) has re-formed. Research misconduct policies and processes are under review by RIWG. RM has been developing the policy for handling and investigating allegations of research misconduct, 'liaising closely with Louise Milne from Human Resources. 18/07/17: Training needs analysis is being carried out by CAPOD to work with the revised policies. RPO are taking over the ethics side. RM is leading the update of policies and processes relating to research integrity. 11/12/17: Training needs analysis is complete. Plans to develop training activities around Research Integrity have been approved by The University. Following a meeting with colleagues at The University of Dundee, online training materials have been supplied for upload to our platform for future use. New action: 5.1 (d)	*Annual Report to UTREC and Office of the Principal	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 appropriate 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	
5.4 (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 Newsletter 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 participation 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	

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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

[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".

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

Completed actions only

Completed Actions								
Progress	Ref	What we need to do	Who's leading	Target Delivery Date	Comment	Success Measure/s	Continuous Review Date (where applicable)	Strategic theme
	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, Louise Milne 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			
	7.1 (g)	Continue to review HR Excellence in Research and provide submission for 4 yr. review	Head of Organisational and Staff Development	May-16	All members of the working group provide input to the submission. Panel members agreed for institutional call	* 4 yr. internal review submission 'on time'	Regular updates at HR Excellence Meetings	ALL
	7.1 (h)	Continue to review HR Excellence in Research and provide submission for 6 yr. review	Head of Organisational and Staff Development	May-18	All members of the working group provide input to the submission. Panel members agreed for institutional call	* 6 yr. internal review submission 'on time'	Regular updates at HR Excellence Meetings	ALL
	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	
	7.2 (d)	Undertake 2017 CROS/PIRLS survey and publish results	Head of Organisational and Staff Development / HR	Dec-18	23/05/17: CROS & PIRLS undertaken. 24/10/17: CROS results being compared to 2015 results and National Average. 11/12/17: CROS statistical overview and summary almost ready to publish.	CROS & PIRLS 2017 results published	Regular updates at HR Excellence Meetings	ALL
	7.3 (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		
	7.3 (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		