

## HR Excellence in Research Award Action Plan 2019 - 2021 (v2)

Original Concordat Principles	Objectives	Action	Success Measure	Owner	Timescale	Concordat Principles 2019
<b>Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research - Concordat principle 1</b>	<b>Ensuring UCL is able to attract, develop and retain the outstanding talent needed to deliver our academic mission.</b>	Develop new talent strategy that includes a specific focus on researchers that enables us to identify our top talent leading to clear succession planning and retention plans.	New talent strategy is consulted on, approved and published, enabling clear pathways to better talent management.	HR OD	September 2021	<b>Employment - researchers are recruited, employed and managed under conditions that recognise and value their contributions</b>
		Implement new recruitment system to help transform recruitment at UCL.	New recruitment system is implemented, providing better support for the recruitment of researchers, and allow us to capture more information employee life cycle at UCL.	HR OD	July 2020	
		Implement new recruitment system to measure talent retention and redeployment.	New recruitment system will tag researchers and follow them through the employee life cycle, including redeployment process.  Capture new data to assess how many researchers are engaging with redeployment at UCL.	HR OD	July 2020  July 2021	
		Design, implement and embed new connected and comprehensive Welcome to UCL.	Phase 1 of this project, transforming onboarding checks and introducing a new Welcome event is already underway.  100% of new starters at UCL to attend Welcome Event on the first day by January 2020.  Phase 2 of this project to complete by March 2020. Phase 2 includes a welcome to your department on your second day, with requisite systems access already in place; buddying system and a welcome to your community of practice or research domain.	HR OD	January 2020  March 2020	
			All researchers - though especially new starters - are offered termly information & networking event highlighting the support mechanisms and services available to them as researchers for an improved researcher experience, including careers support.	HR OD	January 2020.	
			Embed new Academic Careers Framework across HR activities	Continue to increase the dissemination of Academic Careers Framework so that it is widely used and understood.  Pilot new Academic Promotions Workshops, open to all but focused on reducing the homogeneity of the researcher profile by encouraging equity-seeking groups to participate. Assess the impact of these workshops on the number of staff who then achieve promotion and then consider broadening the beneficial impact UCL-wide.	HR Pensions and Rewards, HR OD	
	<b>Creating an environment where all our people feel able to grow and progress to be accountable and responsible for the benefit of UCL and themselves.</b>					

<b>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 - Concordat Principle 2</b>	<b>Enable and celebrate our researchers.</b>	Introduce a new online staff appraisal and development system for all UCL staff including 360 feedback	Implementation of Phase 1 is piloted between January and March 2020 in order that system can be tweaked and improved before full roll out in 2021.	HR OD	March 2020 (pilot)	<b>Environment &amp; Culture - Excellent research requires a supportive and inclusive research culture</b>
		Continue to grow Postdoc Appreciation Week with a greater focus on co-creation and building relationships with researchers.	Engagement: we achieve 600 unique engagements with Postdoc Appreciation Week in 2020.  Co-creation: we achieve 25% researcher-led events within the week.  All events are inclusive of parents and carers, so that childcare responsibilities are not a barrier to participation.  Specific events focused on equity-seeking groups are part of the week.	HR OD	September 2020	
	Launch a new Researcher Experience Strategy in line with UCL's 2019 Research Strategy.	The RX Strategy is widely consulted on across all Faculties, agreed by Council and published online. Wholesale agreement on new more focused emphasis on researcher experience in support of enabling, celebrating and developing researchers is achieved.	HR OD	May 2020		
	<b>Enable research leadership in all its forms</b>	Create a learning and development framework that will support academic leadership and review all leadership and management programmes in line with it. As a first measure, introduce a new Heads of Department Induction.	All new Heads of Department receive preparatory training for the role and are part of a supportive peer-to-peer learning group as they transition into the role.	HR OD	launch September 2020	

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

**The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career  
Concordat Principle 4**

**Support the development of early career researchers**

Continue to build and develop the work of the UCL ECR Liaison Committee, which reports into the RSCG.	Researcher's views on their experience, development and support needs are heard and at the highest levels at UCL.	HR OD	Ongoing, reviewed annually in Spring term.
Provide leadership training for all new Principal Investigators	New blended learning package on Research Leadership developed and piloted.  Within Appraisal Project, new module 'Great Development Conversations', based on a coaching methodology and coaching approaches to line-management and appraisal is tested with Principal Investigators and recommendations considered before launch.  Package includes module on people management, including relevant information on wellbeing, bullying, sexual misconduct policy, personal relationships Code and Report+Support tool for reporting information for them, as well as policies of research funding bodies.	HR OD	September 2020
Develop and deliver the Research Staff Development Programme (RSDP).  Streamline provision, create learning and career pathways and map it to the UCL Academic Careers Framework.	In partnership with Faculties and Professional Services teams (UCL Careers, UCL Culture, UCL Innovation and Enterprise, Libraries, Open Science, UCL Areana, Research IT services and Digital Learning) a more streamlined RSDP provides new ways of supporting development, including skills self-assessment, skills-tracking, and a learning and career model based on a fellowship qualification.	HR OD	August 2021
Develop a proof of concept for improved support mechanism for postdoctoral researchers	Following proof of concept, plans are initiated for implementation of new approach.	HR OD	June 2021
Work towards the aspiration of 20% of researchers' time dedicated to skills, personal and professional development	Engagement with all Faculties and minimum 1,000 research staff is achieved via consultation. Following consultation RSCG will consider next steps.	HR OD/ RSCG/ Faculties	November 2021
We will introduce a 'development levy' (using the Apprenticeship Levy) to prioritise offering an accredited coaching qualification to staff.	Following tendering process, accredited coaching qualification providers are appointed to deliver the programme. Graduates of this programme will be contracted to coach internally to UCL colleagues, including researchers.	HR OD	September 2021
Introduce a Technician Development Strategy to support our commitments	Technician Development Strategy is launched and published to provide clearer career development pathways to Research Technicians	HR OD	August 2020.

**Professional and career development - Professional and career development are integral to enabling researchers to develop their full potential**

**Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning  
Concordat Principle 5**

**Review and relaunch Core Behaviours so they link clearly to UCL values and UCL 2034**

Develop, launch and embed a Technician Careers Framework	Technician Framework is launched which describes the stages and expectations of development in a technician career pathway. The importance of research technicians and research assistants is recognised and they are supported in their career development.	HR OD	January 2021
Provide clear career advice and career development opportunities to research staff.	Ongoing expansion (10% annually) and development of provision in this area is achieved, including UCL Careers support for research staff: collaborative conferences, internships, 1:1 careers advice and employer-led forums. The Academic Careers Office extend their annual Festival of Failure and ADAPT to Thrive series. Participate in new focus groups with Vitae and Oxford Brookes University to gauge women in STEM research's awareness of opportunities for spin-outs.	UCL Careers, ACO,	September 2021  focus groups February 2020
Encourage researchers to take responsibility for continuous personal and professional development	Pilot of digital skills and careers development tool for a first cohort of researchers to encourage continuous professional development is successfully launched.  Application launches within Postdoc Appreciation Week and is utilised by sample population within academic year 2019-20, therefore providing evidence of the case for wider use across the institution.	HR OD	Autumn 2019  September 2020.
Review, update and disseminate Research Staff Code of Practice to ensure clear guidance on expectations of researchers at all levels.	Research Staff Code of Practice is reviewed annually via the Research Staff Consultative Group and in consultation with Faculties, updated, published online and disseminated.  Researchers report using the Code of Practice via multiple channels: Staff Survey, CROS survey, appraisal and anecdotally.	HR OD, Faculties	Annually in July  December 2021
Continue to develop and expand channels for co-creation in researcher development	Applications to Researcher-led Initiatives increase by 10%  50% the sessions within the March 2020 Creating Connections conference for early stage researchers working by part-time mode, are devised, delivered and led by and for researchers.	HR OD	Annually  March 2020
Ensure that we support people at every stage of their career with us – e.g. when they join, as they develop, when they are promoted, when they leave.	HR Dashboard provides key up to date demographic metrics on recruitment, selection and career management opportunities, from doctoral candidates and prospective staff to the career experiences of current staff, including opportunities for appraisal and secondments, allowing HR OD to target and devise appropriate initiatives.	HR OD	Spring 2020.

			<p>Within the terms of the Next Generation Life Sciences Coalition, of which UCL is the first UK member, data on destinations for postgraduate research students and research staff alumni, including demographic data on participation by gender, ethnicity and disability.</p> <p>Site is published, maintained and updated annually.</p>	HR OD	December 2020	
<p><b>Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers Concordat Principle 6</b></p>	<p><b>Foster a diverse research community from the widest possible talent pool</b></p>	<p>Continue to develop the Inclusive Advocates Scheme which encourages sponsorship of BAME staff at grades towards their career advancement.</p>	<p>BAME researchers are offered sponsorship from more senior advocates within UCL. Further recruitment to the scheme will take place in 2019/20.</p>	EDI	Ongoing	<p><b>Environment &amp; Culture - Excellent research requires a supportive and inclusive research culture</b></p>
		<p>Continue to develop the B-Mentor Programme for Research Staff</p>	<p>BAME researchers are offered mentoring and the chance to mentor through a cross-institutional scheme.</p>	EDI	Ongoing	
		<p>We will recognise, respect and celebrate the diversity of our people by providing a flexible, accessible and inclusive working environment.</p>	<p>Athena Swan Silver Charter Mark is successfully retained.</p>	EDI	June 2020	
			<p>Disability Standard charter mark is successfully retained.</p>	EDI	August 2020	
			<p>UCL will host a conference on global best-practice prevention of sexual misconduct in June 2020 for which planning has begun.</p>	EDI	June 2020	
			<p>New BAME leadership programme is designed and delivered to BAME staff, both research and professional services, as part of a suite of measures, including a new module in PI development module on inclusive leadership, to help foster a diverse community and improve rates of progression of BAME staff from grades 5 to 7, to 8, 9, 10 and above.</p>	HR OD & EDI	First cohort, February 2020.	
			<p>Race Equality Charter Mark Bronze is successfully retained.</p>	EDI	September 2020	

**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.  
Concordat Principle 7**

**Our processes, systems, policies and behaviours will enable the success of the University and allow our people to thrive**

The RX Strategy will include a specific stream of work around encouraging playfulness and experimentation in research at UCL .	Flagship initiatives to encourage greater openness, collaboration and a playfulness are developed within Postdoc Appreciation Week.	HR OD	September 2020
Engage with Faculties and research staff to fulfil the requirements of the HRERA Action Plan	RSCG, UCL Liaison Committee and Postdoc Appreciation Week all provide a forum for regular and specific engagement activities to provide a forum for reviewing, developing and delivering this action plan.	HR OD	Ongoing
UCL will continue to liaise with Vitae and other institutions, sector-wide, to share best practice in researcher development and the researcher experience	UCL provides leadership in researcher development and researcher experience through flagship initiatives and effective practices. As a signatory of the Concordat to Support the Career Development of Researchers 2019, UCL contributes to work within the sector, and uses this action plan as a means of monitoring our progress against our commitment.	HR OD	Ongoing