



UCL HR Excellence Award for Researchers Progress Against Original Action Plan to 2015			
Concordat Clause	Descriptor	Action taken	Success measures / progress to date
1.2	Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background.	As part of continuous improvement, the Recruitment and Selection Policy was reviewed and consulted on to make it more streamlined and accessible.	<p>The Recruitment and Selection Policy was approved by the HR Policy Committee.</p> <p>The impact of this will continue to be reviewed by analysing the recruitment data by nationality, gender and BME to see if there has been an improvement since the policy was updated.</p>
1.4	To assure fairness, consistency and the best assessment of the candidates' potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels, should have received relevant training.	<p>There is a 2 hour mandatory briefing session for all staff who are on recruitment panels: 'Recruitment and Selection HR Policy Briefing.'</p> <p>A new interview training course was developed which complements the unconscious bias training entitled 'Understanding your biases.'</p> <p>In addition, UCL Equalities &amp; Diversity are piloting online bias training for Athena SWAN departments based on a Moodle developed by the University of Oxford.</p> <p>UCL policy states that no interview panel should have 100% male or female representation.</p>	<p>124 people from across the university (including STEM initiatives participants) attended this with 88% positive feedback.</p> <p>Introduced the online 'Understanding your biases' training as part of the wider recruitment and selection training/process.</p> <p>Also linked this initiative with the Athena SWAN and Race Equality Action plans.</p>
2.1	Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract.	Research Staff Consultative Group (RSCG) chaired by the Vice Provost (Research) and supported by HR re-established.	The RSCG membership is diverse and representative of all researchers across UCL.



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		The role of the group includes Governance, developing compliance and incentives policies for equal treatment of researchers and developing a communication strategy in order to canvass the experiences of researchers at UCL.	Ongoing Governance of the Researcher Agenda making reference to the staff survey, CROS and PIRLS and the UK Concordant.
<b>2.3</b>	Research managers should be required to participate in active performance, management, including career development guidance & supervision of those who work in their teams.	The new process annual appraisals for all staff is under consultation and includes a clearer link to career planning.	UCL has launched an online learning programme, 'Professional Skills for Research Leaders'. This is available to all researchers and includes modules on Managing your Research Career, The Grant Process, Research Collaborations, Managing a Research Team, and Communicating Your Research.  The numbers of participants on this programme have risen by 20 % since 2013.
<b>2.4</b>	Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants, other schemes for between grant funding, or systems for redeploying researchers within organisations where resources allow.	A new redeployment module (change term), aligned to our online recruitment system has been introduced in 2014. A managers are required to advertise vacancies, in addition to checking the redeployment register, to increase opportunities for staff at risk of redundancy.  Redeployees are strongly encouraged to register for alerts and express interest in redeployment opportunities advertised.	At least 15 % of researchers whose funding has come to an end have been redeployed over the last 2 years.  Take up of available academic bridging funds are monitored and target set to use a percentage of this for researchers.
<b>2.6</b>	Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression.	Better promotion and recording of training accessed by Researchers.	The data for 2014 – 2015 show 1,492 research staff attendances across all training programmes accessed through the Single Training Booking System (STBS) of which 557 have been delivered by Organisational



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		<p>In the academic year 2013 – 2014, training data shows that research staff attended 2,183 training events booked through Organisational Development's Single Training Booking System (STBS), and of these courses Organisational Development and HR provided 796.</p> <p>Bi Annual Research Staff Conference provided researchers with opportunities to participate in workshops such as 'From Researcher to Academic – transition', and 'Fellowships' and 'Managing Your Career by Yourself.' Link has been removed.</p>	<p>Development and HR. This is a drop since the last year and is being reviewed as part of the new action plan.</p> <p>The UCL Research Staff Conference was held on 30th June 2015, with 150 researchers attending. Sessions held on topics such as The Research Environment (Post-election): UK, Europe and the International Perspectives, Values Based Research – Making the World a Better Place UCL ARENA: Fellowship of the HEA, The Impact of Intersectionality on Research Staff, Supporting Prospective Fellows from Engagement to Equal Opportunity, Career Destinations of PhDs: Research beyond the Ivory Tower, Research Ethics and Integrity at UCL. Feedback from the event shows that it was well-received. A strong demand to have more events like was also identified and is being built into the planning process for future years.</p>
3.1	It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position.	<p>UCL Careers offers a variety of career development opportunities for researchers. These include workshops, online modules and careers advice.</p> <p>Workshops, forums and 1:1 sessions are reviewed at monthly meetings using feedback from participants for any issues about the month's provision. These and online material are reviewed at an annual meeting (last meeting 11.5.15) for the overall programme.</p>	<p>One to Ones - Research staff August 2014 to March 2015 – 140 attendees.</p> <p>Academic Workshops - Research Staff October 2014 to June 2015 – 112 attendees.</p> <p>Non-academic workshops - PhD - October 2014 to May 2015 – 131 attendees.</p> <p>Researcher Employer-led workshops - September 2014 to March 2015 – 249 attendees.</p> <p>Employer events from October 2014 to March 2015 - 424 attendees.</p> <p>Employer 1:1 drop-in sessions from September 2014 to October 2014 – 57 attendees.</p>



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3.6	Employers should provide a planned induction programme for researchers on appointment to a research post to ensure early effectiveness through the understanding of the organisation and its policies and procedures.	<p>UCL has a clear induction and probation policy for researchers:  <a href="http://www.ucl.ac.uk/hr/docs/new_induction_probation.php">http://www.ucl.ac.uk/hr/docs/new_induction_probation.php</a></p> <p>Induction for researchers includes attendance on the Provost's Welcome, which serves as a general welcome to the college and which provides all with a synopsis of key institutional strategies, our history and values and the diversity of people who work here.</p>	<p>The induction is currently being reviewed to have more of a focus on researchers and to sign post researcher support at UCL.</p> <p>It will also be linked to Vitae's Induction for Researchers resource for members.</p> <p>CROS and PIRLs ask questions about satisfaction with induction we will also use this data to review the effectiveness of induction yearly.</p>
3.7	Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those skills.	<p>UCL Arena developed. See:  <a href="http://www.ucl.ac.uk/arena">http://www.ucl.ac.uk/arena</a></p> <p>UCL Arena Two is the Academic Practice Pathway suitable for early career researchers and other researchers who are engaged in research led teaching.</p> <p>Arena Two is currently only available to lecturers on probation. Arena Open offers a flexible route to HEA fellowship for researchers. With the CALT team, Royal Society of Arts (RSA) has set up a course for IOE staff modelled on Arena Two that provides a more structured approach, resources permitting, we would like to extend this provision across UCL/IOE.</p>	<p><b>HEA Fellowships - Since April 2014:</b></p> <p>Associate Fellow 124  Fellow – 52  Senior Fellow -13</p> <p><b>HEA Fellowships - Since May 2014-15:</b></p> <p>Associate Fellow – 84  Fellow – 45  Senior Fellow – 10</p>



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		We have developed the UCL Core Behaviours Framework that is being used for development purposes within the new appraisal proposal. These core behaviours map neatly across to the competencies in the Vitae researcher framework.	
4.14	Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	The uMentor platform was formally launched on 21 January 2014 after robust and extensive testing of the system.	Work is now underway mainly through presentations to increase participation in mentoring and the use of uMentor. A particular focus has been reaching out to STEM departments that are looking to have mentoring support Athena SWAN. As of April 2015, there are currently 197 staff signed up as mentors or mentees.
5.3	Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge.	<p>The Provost's Senior Management Team (SMT) has endorsed the Universities UK 'Concordat to Support Research Integrity' and UCL Research Governance Committee (RGC) will consider how that document should be disseminated across UCL.</p> <p>In early 2013, at the request of RGC, the Director of Research Planning set up a small Working Group to consider activities to increase awareness across UCL of research ethics and the importance of vigilance to scientific misconduct as a core professional skill for researchers.</p>	<p>RGC has set up a Working Group to review the ethical approvals process at UCL, including open access and will be chaired by the Registrar.</p> <p>The primary recommendation was to establish a new Cultures of Integrity Co-ordinator post to be based in the Office of the Vice-Provost (Research) to lead on supporting the implementation of the awareness and cultural requirements of the Concordat in UCL.</p>



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6.1	The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion.	<p>UCL has a new Equalities &amp; Diversity Strategy, which has been approved by the Senior Management Team and ratified by Council.</p> <p>As part of induction, all staff are required to complete the online Equality and Diversity training within their first 6 weeks of their start date.</p>	<p>UCL has applied to upgrade to an Athena SWAN Silver Award. Results are expected in November 2015. UCL currently holds 26 awards (62% of STEMM departments). UCL also have the most Silver awards in the UK (14 Silver; 12 Bronze). 4 New awards are pending, along with 3 applications to upgrade the award.</p> <p>UCL was also one of 21 universities taking part in the new Race Equality Charter Mark for higher education, and achieved a Bronze award. The Charter Mark application was accompanied by an ambitious 3 year action plan to progress outcomes for 'BME' staff and students.</p> <p>UCL has a range of support structures and provision in place for LGBT+ staff and is part of Stonewall's 'Diversity Champions' programme:  <a href="http://www.ucl.ac.uk/hr/equalities/lgbt/lgbt_staff.php">http://www.ucl.ac.uk/hr/equalities/lgbt/lgbt_staff.php</a></p>
6.3	It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups. We strongly recommend that all members of the UK research community actively address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately impact on some groups more than others.	<p>UCL fully engaged with Athena SWAN, Stonewall and Race Equality Charter and is a signatory to other sector backed initiatives including Vitae.</p> <p>It has been recognised that improvements need to be made to the structures, processes and support available to women who take maternity leave whilst employed as a researcher at a University. These improvements need to be made by Universities and external funders.</p>	<p>UCL has worked with the University of Oxford to set up a national virtual working group, following a round table discussion at a conference in 2013. The group aim to share good practice and work together to address this issue which has been recognised nationally as a structure that particularly affects the career progression of women.</p>



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6.4	Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part time, or have taken a typical routes into research the “early career” period may be prolonged, and this may be a time where the risk of attrition from the 36 research path is most acute.	<p>UCL has a clear and publicised Work-Life Balance Policy: <a href="http://www.ucl.ac.uk/hr/docs/work_life_balance.php">http://www.ucl.ac.uk/hr/docs/work_life_balance.php</a></p> <p>UCL has a new and well publicised Parental Leave policy, including entitlement to enhanced shared parental leave provisions and 4 weeks full paid paternity leave: <a href="http://www.ucl.ac.uk/hr/docs/parental-leave.php">http://www.ucl.ac.uk/hr/docs/parental-leave.php</a></p> <p>A new guidance document for parents and carers has been introduced alongside a parents and carers network (UCL Parents and Carers Together): <a href="http://www.ucl.ac.uk/hr/equalities/gender/pact">http://www.ucl.ac.uk/hr/equalities/gender/pact</a></p>	<p>The UCL Parents and Carers Together (PACT) network was launched in the summer 2014. The group meets once a month and meetings have included training on time management, and meetings with local charities and support groups. It has also been offering coaching sessions for those returning from maternity/adoption/parental leave.</p> <p>There are currently over 200 members. The group has male and female co-chairs.</p>
6.7	<p>Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level.</p> <p>This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages.</p> <p>Diversity should be reflected on selection and evaluation. Diversity should be reflected on selection and evaluation committees.</p>	<p>Recognised the need to improve the collection, recording and analysis of data to influence workforce planning.</p> <p>Data for the Athena SWAN Silver Award application included a table tracking the gender balance on key committees in UCL during the period of 2012-2014. The majority of key committees have between 37% and 50% female representation including Council, and improvements have been made in several committees since 2012. However, Academic Promotions Committee, SMT and HRPC still have only 16-18% female representation.</p>	<p>Leadership programmes for researchers introduced to help develop the requisite skills to join UCL committees and create a pipeline for candidates who wish to do so.</p> <p>An evaluative criteria introduced to monitor how many researchers from these programmes have joined decision making committees and to set a realistic target to improve take up of between 10-15%.</p>



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<b>7.2</b>	The signatories agree to run and evaluate CROS and PIRLS survey and act on the data collated.	<p>In 2013, UCL ran “Your Views Really Count”, a staff engagement survey for all staff, including researchers. A corporate action plan was developed that addresses the cross cutting organisational issues highlighted. The next survey is due to be run at the end of 2015.</p> <p>Each Dean, Vice-Provost and Head of Corporate Support Services (now Professional Services) Division has been provided with results for their Faculty or Division. Based on this local survey data, the Provost, on the advice of the Senior Management Team (SMT), agreed that each Faculty, Vice-Provost and Division would identify three areas to celebrate, three areas to improve and three to investigate further and will define clear action plans with improvement outcomes and measures. Deans and Vice-Provosts will report back to the Provost’s SMT every six months on progress with implementation.</p>	<p>UCL administered both the CROS and PIRLS surveys in May 2015. 670 responded to the CROS and 222 responded to the PIRLS survey.</p> <p>The results of the surveys have been used to monitor progress on the implementation of the Concordat at UCL and underpin the new action plan for UCL.</p>
<b>7.4</b>	The signatories recognise the value of innovation in practices and of sharing practice between institutions and aim to promote these throughout the implementation and review process.	<p>Research Leads at UCL have actively engaged in governance and operational improvements groups and Committees for Researchers. They have also attended:</p> <p>Vitae Policy Forum;            Vitae’s CROS/PIRLS Steering Group;            Vitae International Researcher Development Conference.</p>	UCL will continue to liaise with Vitae and other institutions and organisations to share, publicise, and implement practices to support researchers’ development and the sustainability of research careers in the UK.



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7.5	Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the coordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the concordat, significant emphasis will be placed on the use of existing data and information sources and on the sharing of good practice between institutions and to provide evidence of its impact.	See point 7.4	See point 7.4