

UCL HR Excellence in Research Award Progress Review of Action Plan 2015 – 2017

UCL is one of the largest UK research universities, with a population of around 3,600 research staff, 2,600 academics and 5,500 post-graduate research students. Academic excellence and conducting research that addresses real-world problems informs UCL's ethos. As London's Global University, UCL is engaged across the spectrum of research projects, from arts and humanities to applied sciences and medicine; UCL is open to talent from around the world and it is engaged with the needs of an interconnected world. As London's research powerhouse we deliver research impact resulting from multidisciplinary research excellence. This results in a myriad of benefits to society, such as medical innovations, cultural enrichment, informing public policy and boosting economic prosperity. Our academics and researchers make substantial contributions to the advancement of disciplines and to addressing social and economic challenges faced by the UK and beyond.

In the Research Excellence Framework 2014, UCL was rated top university in the UK in terms of its research, and second to the University of Oxford in terms of volume of world-leading research. Many UCL units dominated their field, including the Built Environment, Neuroscience, Population Health and Education, whilst UCL Economics achieved the highest grade point average of any unit in the UK. UCL is one of the world's top twenty universities in terms of volume of highly cited research papers (Source: Thomson Reuters InCites Essential Science Indicators). UCL promotes research-led teaching to maximise tangible societal outcomes, to transfer research into industry and to increase the body of knowledge for the common good.

Below is the review of the 2015-17 action plan to support the researcher community.

Concordat Clause	Descriptor	Lead	Actions 2015	Success Measure	Progress and Comments 2017
1.2	Employers should strive to attract excellence and respect diversity (see Principle 6).	HR/ Deans	<p>Work with Heads of Departments to ensure the Recruitment and Selection process is fair and transparent. By July 2016.</p> <p>Implementation the new HR system which will make it easier to distinguish between staff on different contracts and therefore enable staff to track their career path and participation in training/development opportunities etc.</p> <p>Ensure the new HR system enables data to be better captured and analysed. August 2017.</p> <p>Extraction of this information, the results of which are discussed at the termly meeting of the Research Staff Consultative Group (RSCG), scheduled to be held in November 2015, March 2016 and July 2016 and corresponding dates in 2017. Starting in November 2015.</p>	<p>First phase of the new HR system implemented in July 2016 enabling the recording of relevant data on who has been recruited, where they are working and the impact of their research.</p> <p>Evidence that this information and action points from RSCG are fed into other processes such as appraisal, Athena SWAN, Race Equality action plans and the REF and vice versa.</p> <p>Intelligence from the analysis of the HR data on attracting excellence and respecting diversity are used to influence best practice in this area.</p>	<p>The new HR system has not yet been implemented as the complexity of our systems means this has taken longer than expected. Project still in progress.</p> <p>Reports about training undertaken by Early Career Researchers has been produced using the existing HR Database and data from UCL Careers and has been reported to the RSCG on a termly basis. HR is represented on RSCG and is able to pass any relevant actions to the Equalities team.</p> <p><u>Progress:</u> CROS 2017 – Over 80% believed that UCL is committed to equality and diversity.</p> <p>The Athena Swan charter mark recognises actions taken to improve representation, progression and work environment for staff particularly in relation to gender. To date, UCL gained 15 Bronze, 18 Silver and 2 Gold Departmental Athena SWAN awards and an Institutional Silver award. UCL is now only the third institution to achieve two Golds and has the second highest number of Departmental Silver awards in the UK.</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.	HR OD / Policy	<p>Introduce the online unconscious bias training as a compulsory part of the wider recruitment and selection training/ process and link this with the Athena SWAN and Race Equality Action plans. By February 2016.</p> <p>Discuss at the Equalities and Diversity Committee in October 2015, February 2016 and May 2016. Starting in October 2016.</p> <p>Discuss at HR Policy Committee in January 2016, March 2016, June 2016 and corresponding dates for both committees in 2017. Starting in January 2016.</p>	<p>See 1.2 above. In addition evidence this is discussed at the Equalities and Diversity Committee and the HR Policy Committee.</p>	<p>HR is represented on RSCG and is able to pass relevant actions to the HR Policy Committee and Equalities Committee.</p> <p>Unconscious bias training has now been introduced as a compulsory part of the Recruitment and Selection training for panel members and is monitored in Athena SWAN and Race Equality Action Plans.</p> <p><u>Progress:</u> All staff who sit on an interview panel must complete the "Recruitment and Selection Policy Briefing". This training covers the Equality Act, relevant policy and bias; the training received very positive feedback (797 staff have attended in 2016-17 and it has been rated as very good by the majority of participants).</p> <p>CROS 2017 shows that over 90% of respondents stated that they had received details of the qualifications and specialist research skills required for the post.</p>

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			<p>Improve data access and data quality for interview panel membership and monitor the implementation of UCL's policy that there must be no all-male or all-female panels. By September 2016.</p>		<p>Athena Swan (2015): There is little evidence of gender bias at interview stage; a similar proportion of women are appointed in comparison to the applicant pool.</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)	<p>Regular item on the Research Staff Consultative Group (RSCG) meetings scheduled for November 2015, March 2016 and July 2016 and corresponding dates in 2017 to review data, establish ambitious targets and monitor progress against these. Starting November 2015.</p> <p>The new HR system will make it easier to distinguish between staff on different contracts and therefore enable you to track their career path and participation in training/development opportunities etc.</p> <p>Work with other Vice-Provosts' and Deans to ensure this is monitored and reported on to Provost as part of the Equalities and Diversity Accountability Framework and the annual appraisal process. By July 2016.</p>	<p>Linked to Athena SWAN and Race Equality action plans.</p> <p>Generic data and themes from the Equality & Diversity Accountability Framework and appraisals are used to influence future actions that address any concerns raised.</p> <p>Work with others, including Vitae, to influence the funding regimes which have the greatest impact on the award of contracts.</p> <p>This exercise is completed annually and there is evidence that the results have been used to address any issues that are revealed through our monitoring of equality and diversity concerns such as focus groups or via the staff survey etc.</p>	<p>CROS 2017: Researchers feel recognised and valued:</p> <ul style="list-style-type: none"> • Highest rating in relation to publications: 71% (Agree and Strongly Agree). • Lowest rating in relation to peer reviewing: 26% (Agree or Strongly Agree) <p>CROS 2017 areas related to feeling fairly treated include:</p> <ul style="list-style-type: none"> • Access to training and development opportunities 79% (Agree or Strongly Agree). • Opportunities to attend conferences and external meetings 74% (Agree or Strongly Agree). • Request for flexible working 76% (Agree or Strongly Agree). • Lowest rating was related to opportunities for promotion and progression: 22% (Agree or Strongly Agree). <p><u>Progress:</u> Members of the RSCG have contributed to the consultation and development of a new <i>Academic Career Framework</i> which was approved in July 2017. The framework is designed to be used to inform discussions about academic career development.</p> <p>Improved information and guidance about how to use the framework in appraisals and promotion will be available in November 2017.</p>
2.3 (a)	Research managers should to participate in management, including career development guidance & supervision of those who work in their teams.	HR and Deans	<p>The appraisal process is due to be reviewed. It is intended that the new annual appraisal process will have a clearer focus on career development and training needs, work/life balance and ways of working as well as a stronger focus on progression towards promotion.</p> <p>Introduction of the new appraisal process in conjunction with the phased introduction of the new HR system. By June 2017.</p> <p>Ensure this new process is communicated effectively to research staff and Principal Investigations (PIs) when it is launched. By July 2016</p> <p>Include the integration and use of the career development plan into the appraisal template for researchers. By September 2017.</p>	<p>The numbers of participants on this programme has increased by 25%.</p> <p>Feedback from researchers on appraisal in the UCL- wide staff survey improves between the 2015 and 2017 staff surveys by 15%.</p> <p>The quality of appraisal for researchers and use of career plans to support career progression opportunities is increase by up to 30%.</p>	<p>CROS 2017 - 72% of Researchers said they have had an appraisal in the past two years. Of those that have not taken part the largest proportion reported that they had not been invited to do so.</p> <p>CROS 2017 - 50% of Researchers agreed that overall the appraisal process was useful – this was an 11% reduction from 2015.</p> <p>CROS 2017 - 40% of Researchers said they had a career plan, this was a reduction of 13% from 2015</p> <p><u>Progress:</u> As a result of the 2015 staff survey, action has been taken at a local level to improve the appraisal completion rates, e.g. School of Life and Medical Sciences have introduced "appraisal seasons" to facilitate the planning and frequency of the appraisal review process.</p> <p>Centrally, UCL have changed the appraisal policy to state that staff should undertake appraisals annually rather than biannually. This change helps increase the frequency of appraisal undertaken by researchers on short-term contracts.</p> <p>A new online Appraisal training package will be available early 2018, will emphasize career development and the use of the new Academic Career Framework which was launched in 2017.</p>
2.3 (b)		HR/RSCG	<p>Survey PIs on progress made against this criterion using the bi-annual staff survey (October – November 2015 to collect data and benchmark progress made. Starting in October 2015.</p> <p>It is important that PIs feel they are recognised for developing, managing and supervising staff. Therefore there is a need to ensure these activities are recognised and valued. For example, exploring why PIs feel they are recognised for their supervising research students but not developing or managing research staff may help in identifying actions in this area. Ongoing action.</p>	<p>Committees decisions on pay used as a baseline for targeted action to reduce dissatisfaction by 10%.</p> <p>This target will need to be reviewed in light of any pay awards and or efficiency considerations.</p> <p>Increase of at least 10% of the number of researchers recognised via UCL award schemes.</p> <p>Increase of 30% in number of researchers sponsored to attend flagship UCL programmes.</p>	<p>PIRLS 2017 – Responses of PIs for being recognized and valued for:</p> <ul style="list-style-type: none"> • Leading a research group 61% Agree or Strongly Agree • Motivating individuals 50% Agree or Strongly Agree. <p>Actions related to PI recognition and value have been identified for the new 2017-19 action plan.</p> <p>Across all staff (including researchers) additional increments were split at approximately 50/50 between men and women in 2015 but the proportion awarded to women has increased to 56% last year and to almost 59% this year. The proportion of additional increments to BME staff increased from 15% in 2013/14 to 16% in 2014/15 and to 17% in 2015/16. When broken down to research staff groups, they have a similar % split of additional increments by gender.</p>

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			The appropriate committee reviews all applications for accelerated increments and other pay-related. The applications are reviewed to ensure consistency, but also in relation to equality and diversity. Divisions are questioned if, for example, a disproportionate number of applications are from men. It is proposed that this process will be reviewed in 2016 – after two years of data has been compiled. If it is clear that this has had a positive impact in relation to fairness and transparency, a proposal will be presented to HRPC (HR Policy Committee) with a recommendation that this be rolled out to other faculties. By December 2016.		
2.4	Organisational systems must be capable of supporting continuity of employment for researchers.	HR	Regular monitoring of the use of the redeployment register by School and recording the outcome. To be reviewed at HR Leadership Team (HRLT) meetings termly. Starting in December 2015. Data to be shared with RSCG (Research Staff Consultative Group) to agree feasible actions to rectify any concerns raised. March 2016.	Concrete evidence that the redeployment register is being used effectively. The data received in more robust. The data has been analysed and shared with RSCG who have used it for benchmarking and to positively influence future actions.	Reporting and monitoring on the effectiveness of the redeployment register has been affected by the delay in implementing the new HR system and this will be addressed once the system is in place, which is anticipated for 2018. In the interim, HR is conducting a review in early 2018 of the redeployment system which will generate data about how many post-doctoral staff are re-employed.
2.6 (a)	Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression.	OD/ UCL Careers/ CALT	Continue to promote Vitae RDF and encourage PIs, Researchers and Post Docs to attend UCL run training. Starting in January 2016. Advertise training courses available; ensure courses are more clearly identified when training courses may be particularly relevant to them. Starting in January 2016. Feedback used to influence future courses that are made available. Starting in July 2016. The take up of training is monitored through appraisals and recorded via individual learning records and discuss at RDWG (Researchers Development Working Group). Starting in July 2016 or as and when major changes are introduced.	100% of all courses reviewed, linked to RDF (Researcher Development Framework) and clearly sign posted for Researchers and PIs. 30% sample of applications reviewed between October 2015 – October 2017 and 25% increase in signposting of more tailored training. 25% increase in number of researchers taking up training opportunities between October 2015 – October 2017.	<u>Progress:</u> The ' UCL Research Staff Development Programme ' (RSDP) is mapped to the VITAE Researcher Development Framework. This central provision is intended to be in addition to the more discipline-based training which Faculties or Departments are able to offer locally. The RSDP was launched in Jan 2017 and it is open to all research staff from post-doc to research leaders and principal investigators. It aims to support the professional and career development of researchers, to enable them to make the most of their potential and to help ensure the ongoing creation of excellent research outcomes at UCL and beyond.
2.6 (b)		HR OD RDWG	Ensure PIs and managers are aware of their role as a sponsor and in developing the career of researchers. This linked to an action within the Race Equality action plan to develop a sponsorship scheme. Set up bimonthly meetings with Equalities & Diversity team (E&D) to further develop and introduce the sponsorship scheme. Started in October 2015. Publicise to PIs the support offered by UCL Careers and Faculty Career Consultants/Advisors. Starting in January 2016. Review the training currently undertaken by PIs and Line Managers. Starting in August 2016.	Data is also cross referenced against E&D data and take up of sponsorship through the initiative that is being developed. Progress reports presented to both RDCG and RDWG meetings, resulting in resources being pooled to ensure the most effective support is made available to the researcher community.	<u>Progress:</u> UCL Careers provide a number of tailored services for research staff (from one to one guidance appointments to careers consultant-led workshops and employer-led events). Over 1,000 research staff access these services yearly. For the 2016/17 academic year, the RSDP consisted of over 77 courses with 1,989 available places for researchers. For 2017-18, 130 courses have been confirmed with around 3,000 places. 15 courses with a total of 350 places are bespoke to PIs. UCL Academic Careers Office (ACO) – launched in June 2016 and based in the School of Life and Medical Sciences (SLMS), the office provides bespoke support programmes for early career clinical academic researchers. In 2015, ACO offered 4 events/courses and there were 172 attendees. By 2017, ACO offered 7 events/courses with 259 attendees. The new UCL Academic Career Framework (launched in 2017) will help and guide PIs to discuss career development with post-doctoral staff in their teams.

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2.6 (c)			<p>The analysis from PIRLS evidenced that there is a difference in the number of female researchers versus male researchers who attend training courses. In response we plan to:</p> <p>Review the data on the gender of PIs who are completing training courses at UCL. By October 2016.</p> <p>Ensure women are engaging in these events at an equitable rate. If women are not accessing training at the same rate as men, consider running female only courses, and/or running focus groups with female PIs to discuss why they are not accessing training. Starting in January 2016.</p> <p>Introduce focus groups. Starting in January 2016</p> <p>Monitor take up and engagement. Starting in February 2016</p> <p>Follow up actions as a result of the induction and visiting the revamped website. By March 2016</p> <p>Work with 50:50 Gender Equality Group, and Race Equality Steering Group to challenge poor practice and identify good practice. Started in October 2015</p>	<p>30% attendance rate achieved at the focus groups.</p> <p>25% increase in engagement with female researchers between October 2015 – October 2016 and a further 5% by July 2017.</p> <p>Ten researchers at various points in their careers are engaged in a pilot study and their progress tracked.</p> <p>Case studies which demonstrate the impact of this initiative on Researchers development, access to opportunities and the promotion of their work have been developed and published on the researchers' website</p>	<p>Analysis of PIs completing PIRLS 2017 suggests that there is little difference between numbers of male and female PIs undertaking training.</p> <p>We have increased the number of development courses aimed at PIs; from around 5 tailored programmes (2015-16) to 15 courses with a total of 350 places are bespoke to PIs (2017-18).</p> <p>See case study provided in the appendix by the ECR community; the case study highlights researcher-led initiatives and their involvement in shaping the researcher development strategy.</p>
3.6 (a)	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.	HR/OD	<p>Provide guidance and templates to departments to ensure their induction processes are consistent and new starters are provided key information relating to the department, faculty and UCL. Ensure information relating to local support for researchers are highlighted. For example research staff networks / forums, training opportunities, departmental careers events and seminars etc. By March 2016.</p> <p>The proposed new website is developed and acts as a 'one-stop shop' more effectively signposting researchers to the plethora of support and development available to them at various points of their career. By March 2016.</p>	<p>Single portal website developed for Researchers with clear links to various elements such as training, accessing funding, links to enterprise, public engagement etc.</p> <p>Analytics: 5,500 hits on the new website.</p> <p>The website signposts to the Vitae induction resources for Researchers area.</p> <p>Data from the CROS and PIRLS surveys which focus on satisfaction with induction used review the effectiveness of induction on a yearly basis.</p>	<p>CROS 2017 41% of Researchers attending the UCL level induction found it useful or very useful CROS 2017 70% of Researcher who received a local induction found it useful or very useful</p> <p>Progress: A centrally organised induction event for Researchers was piloted in 2017 and attracted 130 participants. Feedback about the event was very positive, 85 % Excellent or Good. Termly induction events are scheduled and will bring to attention the following:</p> <ul style="list-style-type: none"> • Early Career Networks • UCL Careers Service • Research Staff Development Programme • Academic Career Framework <p>The UCL Research Staff Hub was developed and launched in January 2017; the website is a one-stop shop for all research staff at UCL. It aims to keep researchers informed about the support and development opportunities available. It recorded 5,233 hits as of August 2017.</p>
3.6 (b)		HR/OD	Design an online UCL staff handbook / 'Life at UCL' webpage, summarising policies on flexible working, parental leave, training opportunities, promotion process, and other important information. Please see action 5.6 in the SWAN action plan 2015-18. Sep 2017.	Online UCL staff handbook / 'Life at UCL' webpage developed and linked to the single portal for researchers at UCL.	<p>The staff handbook has been launched in Oct 2017 and is under the "UCL People Managers Hub" https://www.ucl.ac.uk/human-resources/policies-advice/ucl-people-managers-hub</p> <p>The single portal for researchers at UCL has been launched: UCL Research Staff Hub</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 practice those skills.	VP R RSCG / RDWG	<p>UCL Arena developed. See: http://www.ucl.ac.uk/arena</p> <p>Postgraduate researchers benefit from Arena One. Academic staff on probation must gain Higher Education Academy Fellowship to pass probation. This is done through Arena Two. All other researchers participate in Arena Open</p>	Ensure all researchers are aware of and encourage them to make the most of opportunities under UCL Arena which is mapped to the UK Professional Standards Framework for Teaching and Supporting Learning in Higher Education (UKPSF).	<p>UCL Arena One developed. See: http://www.ucl.ac.uk/arena. Postgraduate researchers benefit from Arena One which is a flexible self-directed programme with multiple varied opportunities for development as a teacher in higher education.</p> <p>Over the last four years 351 research staff have successfully gained HEA recognition and the numbers are growing annually.</p>

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			<p>which is a flexible self-directed programme with multiple varied teaching opportunities for development as a teacher in higher education.</p> <p>Continue to work with CALT to promote Arena to the researcher community. Sep 2016.</p>	<p>Successfully worked with the CALT team, RSA and UCL/IOE to extend this provision of Arena to researchers across UCL/IOE.</p> <p>Increase in number of researchers gain accreditation of UCL Arena.</p>	
4.11 (a)	Employers will wish to ensure that developmental activities open to researchers include preparation for academic practice.	HR	<p>Consider how to better recognise and value the contributions PIs make in providing career advice and support to early career researchers.</p> <p>The promotion process at UCL is currently being reviewed. Ensure that the changes to promotion are communicated clearly to research staff and the impact the changes have on them. Ensure these messages focus on the fair application of the new promotions process. July 2016</p>	<p>Inclusion of contributions as a criterion within the promotion process.</p> <p>Publicise opportunities for recognition such as Provost Excellence Award on the researcher website.</p> <p>Encourage researchers to put themselves and others forward for the various recognition schemes. Monitor take up and aim for a 20% increase in recognition at corporate and local levels</p>	<p>The new Academic Career Framework (2017) explicitly recognizes career development of early career researchers as an important criteria for promotion. PIs are encouraged to use it in appraisal discussions with their ECRs.</p> <p>UCL continues to undertake equal pay reporting every two years. This continues to show no disparity, or significant pay gaps in grades 1-9- for research staff. Where there have historically been significant gaps (professorial level) UCL continues to undertake equal pay analysis on an annual basis. The gap across all professors by gender continues to reduce. The gap was 8.4% in 2011, 5.8% in 2015 and had reduced to 4.1% in early 2017. The remaining gap is largely down to distribution of male and female professors between the professorial bands. Within each individual professorial bands there are no significant anomalies. In terms of ethnicity, there is no significant gap between white and BME professors as an overall cohort and likewise there are no significant gaps in each band.</p>
4.11 (b)		HR OD	<p>Work with the proposed new rewards team following the HR restructure (if the current proposal is approved) to ensure reward processes at UCL are fair, transparent and equitable.</p> <p>Ensure equality monitoring is undertaken annually for all reward processes, with any discrepancies investigated and addressed. Introduced by March 2016.</p>	<p>As above.</p> <p>In addition, reviewed E&D data at the RDSGC and RDWG meetings, to identify trends and take action to address areas of concern and to promote best practice where it is found.</p>	<p>Ongoing action – joint collaboration with Equality, Diversity and Inclusion and Policy team.</p> <p>As above.</p>
4.11 (c)		RSCG	<p>Review the current provision of research forums / networks. Suggest Faculty-wide networks in areas where there is little provision. By April 2016.</p>	<p>Mapped researcher networks across UCL/IOE (UCL IOE) and these are published on the website.</p> <p>Standardisation of support for the networks and publicise their activities.</p> <p>A named member of contact for the networks can be found on the researchers' website.</p>	<p>Completed 21st January 2016.</p> <p>There is a significant amount of training offered locally in Facilities and Departments – primarily delivered through the seven cross-disciplinary Early Career Networks (ECN). For example the UCL Neuroscience Careers Network (NCN) runs regular seminars, workshops and talks covering a variety of topics relevant to early and mid-career neuroscientists. It also provides a platform for careers advice and the dissemination of information regarding jobs, training and funding opportunities: http://www.ucl.ac.uk/research/domains/neuroscience/neuroscience-careers-network</p> <p>Each network is researcher-led and has their own website and named chair.</p>
4.11 (d)		RSCG/ OD	<p>Engage the researcher community in shaping the agenda for conferences and taking a role in using the conference and networking events to disseminate information and share best practice. By February 2016.</p> <p>Build on the research conference – make sure this is publicised and feedback is received and reviewed each year. By April 2016.</p>	<p>The researcher community have been more involved in shaping the agenda for annual researcher events and the biannual conference. Feedback from the conference improves. Currently, 89% positive.</p> <p>Increase of 30% of researchers showcasing their work and impact of this on the wider researcher agenda at UCL and other external events.</p>	<p>The UCL Research Staff Conference took place on the 20th June 2017. The day provided insights into the current research landscape, the researcher's career transitions, the impact of Brexit on research and thriving through change with resilience. The feedback was rated 96% as "excellent" or "good" and there was a 90% turn out on the day (up from 70% in 2015).</p> <p><u>Progress:</u> Supported by the Global Engagement Office and Organisational Development, the <i>Early Career Researcher Symposium</i> is a new event organised by Early Career Researchers from across UCL schools and disciplines. The aim of the event is to celebrate the diversity of researchers at UCL and it will take place in Feb 2018.</p>
4.11 (e)	Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management Committees.	RSCG / RDWG	<p>UCL's RSCG chaired by the Vice - Provost (Research) and the RDWG, chaired by the Pro-Provost of the Doctoral School both comprise membership from key institutional areas involved in developing researchers and members of both research staff and research student communities themselves, continues in</p>	<p>Met termly at meetings scheduled for October/ November 2015. February/March 2016 and June/July 2016 (and corresponding dates in 2017) identified and addressed issues impacting on the</p>	<p>UCL's Research Staff Consultative Group (RSCG) is chaired by the Pro-Vice-Provost of the Doctoral School and includes representatives from the Early Career Networks, Research Staff Association, Faculty Managers and UCL Professional Services including UCL Careers, Public Engagement and Organisational Development. The purpose of this group is to monitor the implementation of the HRERA Action Plan and develop a consistent framework for researcher development at UCL, identifying priorities for change and improvement within existing activities, practice and policies.</p>

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			<p>its aims to develop a consistent framework for researcher development at UCL, identifying priorities for change and improvement within existing activities, practice and policies. November 2015 (then termly).</p> <p>Collectively and individually they feed into staff meetings and represent the researcher community on management committees which meet termly.</p>	<p>researcher community at an operational level. Actions from RSSC and RDWG fed into the Training Board for Researcher Development including the Doctoral School.</p> <p>Minutes used to evidence progress made against the action points and new developments which concern or impact on the researcher community.</p>	
4.14	Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	HR/OD	<p>Ensure the uMentor platform is effectively promoted and developed to meet the needs of researchers. Also see action 2.4 in the Athena SWAN action plan 2015-2018.</p> <p>Increasing take up of mentoring by researchers by at least 35%. By December 2016.</p>	<p>Ongoing action to encourage the use of mentoring generically for researchers agreed and link to other action plans such as Athena SWAN, Equality and Diversity (B-MEntor) and Aurora programme. Evidence that the 35% increase has been reached.</p>	<p>The use and effectiveness of uMentor was reviewed and it was concluded that it did not meet the needs of Faculties and Departments. As a result, a number of ECNs have made their own arrangements (e.g. local mentoring champions who promote the local schemes and match researchers). A central project is also underway to determine the best approach to centrally-supported mentoring provision.</p> <p>An example: the Institution of Neurology and Ophthalmology trains its mentors both in generic mentoring skills and in the specific departmental processes involved in salary and academic progression, in order to advise on promotion and pay progression” and has adapted the UCL appraisal form to include a series of questions at the end of the document (e.g. whether promotion and additional incremental increases were discussed at appraisal). The Institute of Neurology also has two maternity mentors and one paternity mentor to advise on parental leave, returning to work, and flexible working.</p>
5.3 (a)	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.	VP R / RSCG	<p>RSCG has set up a consultative group to review the ethical processes at UCL led by the Ethics Committee. Follow up in February 2016.</p>	<p>Feeds into the Research Staff Consultative Group (RSCG).</p> <p>Evidence that this has been reviewed on a regular basis.</p> <p>Results cross referenced with the Ethics Committee.</p> <p>Trends analysed to reinforce ethical standards at all level OD research.</p>	<p>Progress: A UCL Code of Practice for Research Staff has been put together which covers the roles and responsibilities of research staff at UCL. This is still in draft format and it is due to be approved by the Senior Management Team (SMT) early 2018.</p>
5.3 (b)		HR / OD	<p>Work with UCL public engagement to engage research staff in knowledge exchange and public engagement activities. By October 2016.</p>	<p>Number of Researchers who work with UCL Public Engagement Unit (PEU) increased by 20%.</p>	<p>Progress: A new UCL Public Engagement Strategy (2017-2020) has been put together which makes reference directly to increased support for research staff. In 2017, a number of 17 researchers undertook public engagement projects. PEU offered support on around 200 public activities across UCL. PEU is part of the Induction for new researchers and the bi-annual Research Staff Conference.</p>
6.3	It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups.	HR Deans RSCG	<p>A paper on issues surrounding maternity leave for researchers has been developed by the 50:50 Gender Equality Group. This paper will be discussed with the researcher forum for further discussion and development before it is sent to HR Policy Committee (HRPC) for consideration. By March 2016.</p>	<p>RSCG met termly during November 2015, March 2016 and July 2016 to develop a strategy to tackle this working with key stakeholders across UCL and more broadly to redress this sector-wide problem.</p> <p>Progress and impact recoded and reported to HRPC.</p>	<p>HRPC met 9th March 2016.</p> <p>Progress: A paper on issues surrounding maternity leave for researchers developed by the 50:50 Gender Equality Group. It was agreed that UCL would move towards a central fund to pay for maternity, shared parental and adoption leave which will be implemented in term one 2017-18.</p>
6.3 (a)		HR / EDI	<p>A number of actions have been included within the Athena SWAN and Race Charter marks relating to reporting discrimination, bullying and harassment. At the start of 2016, we will be reviewing the ‘report and support’ system in place and assess whether this is something we could implement at UCL. By January 2016.</p> <p>In addition, we will be promoting the new Dignity at Work statement and Dignity at Work Advisers.</p>	<p>Review the ‘report and support’ paper, and actively support of this initiative. Monitor use of UCL Dignity at Work Advisers by researchers’ results and feed into pressure groups if necessary.</p>	<p>Ongoing action – joint collaboration with Equality, Diversity and Inclusion to report back.</p> <p>With the new HR reporting system we should be able to have more comprehensive records.</p>

Concordat Clause	Descriptor	Lead	Actions 2015	Success Measure	Progress and Comments 2017
6.3 (b)		HR / EDI	Raise this issue for discussion with the Staff Disability Forum. Starting in November 2015. Report outcome of this exercise to the RSCG and RDWG in term 2 of 2016.	Actively support of this initiative. Monitor results and feed into pressure groups if necessary.	Ongoing action
6.4 (a)	Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements.	VP R & HR/ EDI	Tackle long hours working culture in order to improve work-life balance of staff. Starting in January 2016. Discuss at the researchers forum and/or at focus groups with PIs and researchers. March 2016 – revised date October 2016. Continue to support The UCL Parents and Carers Together (PACT) network, 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. There are currently over 200 members. The group has male and female co-chairs. By July 2016.	Will be reviewed as part the equality framework and by the RSCG as it is closely linked to section 6.3. Improved results in relation to work-life balance between the 2015 and 2017 UCL-wide staff surveys.	<u>Progress:</u> UCL has launched a Wellbeing strategy, the aims of which include: <ul style="list-style-type: none"> • Building, improving and maintaining positive and supportive working and learning environments across UCL. • Embedded wellbeing in HR policies and people practices across UCL. • Embedded workplace health promotion at UCL to foster the culture enabling support and encouragement of health behaviour change. Outcomes so far include establishing a network of Wellbeing Champions in each of the departments and awareness raising through running a number of wellbeing training events across UCL.
6.4 (b)		HR/OD	Run focus groups with female PIs (Principal Investigators) to establish why they may have responded less positively than male PIs. Discuss their own career trajectories and their opinions on why positivity appears to decrease between research roles (CROS survey) and PI roles (PIRLS survey). March 2016	As above aim to attract at least 40% of the female PI population to focus groups to help shape practical steps to improve careers trajectories.	Ongoing action at an institutional level, not yet completed. The issue of gender and career development is something that is being addressed more broadly through the Athena Swan and UCL Staff Survey action plans and new KPIs will be set-up at Faculty level which will look into this.
6.7 (a)	Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees.	RSCG/ Deans/ HR	Ask each department to review the gender balance of their key committees, and ensure that both male and female research staff are represented where appropriate. This is already taking place in many Athena SWAN departments. Starting in January 2016. Ensure committee vacancies are advertised within departments – not filled through a ‘tap on the shoulder’. Starting in January 2016. Monitor the impact of this action at a corporate level. By December 2016.	No committee to have zero female representation by 2017.	Awareness raised across the institution through the Athena SWAN recommendations. The Athena SWAN charter mark recognises actions taken to improve representation, progression and work environment for staff. Ongoing action – joint collaboration with Equality, Diversity and Inclusion to report back.
6.7 (b)		RSCG/ HR/OD	Form closer links with the UCL Institute of Education (IOE) to learn from their best practice. Ensure IOE colleagues directly feed into the RSCG and RDWG and lead on specific areas i.e. Staff Association. Starting in October 2015.	Explore the introduction of a Staff Association for Researchers across UCL.	Completed.
7.2 (a)	The signatories agree to run and evaluate CROS and PIRLS survey and act on the data collated.	RSCG/ RDWG	Increased participation between the last CROS and PIRLS survey and the most recent one signifies progress. The results of the 2015 surveys have been used to monitor progress on the implementation of the Concordat at UCL and underpin the new action plan for UCL. September 2015. Feed into local action plans. Started in September 2015. Action plans and progress monitored at local, faculty and Organisational levels. November 2015.	Aim for 40% of the UCL research population to complete the next CROS and PIRLS surveys.	Results for CROS 2017 were n=368 (14%); total of 2615 (3619 research staff – 1004 researchers at PI level = 2615) PIRLS 2017 were n=313 (8.5%); total of 3665 invited (2661 academic staff + 1004 researchers at PI level =3665) Results for CROS 2015 n=670 (19%); total of 3500 invited (research staff only) PIRLS 2015 n=222 (9%); total of 2400 invited (academic staff) In 2017, we changed the split of the groups for CROS/PIRLS so that CROS is aimed only at Early Career Researchers and PIRLS and research leaders/PIs and academic research. In conversation with research staff, some of the reasons given for the drop in CROS responses were because of survey overload, a number of other UCL surveys having been sent during the CROS/PIRLS timeframe. <u>Progress:</u> Survey findings shared with the Faculties via the Vice-Deans Research and the local Early Career Research Networks to seek feedback and to inform Action Plan 2017-2019.

Concordat Clause	Descriptor	Lead	Actions 2015	Success Measure	Progress and Comments 2017
			Data feed into the agendas of the RDCG and RDWG to ensure it is used to address concerns raised and improve the Researcher experience at UCL to an even greater extent. November 2015.		
7.2 (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.	RSCG/HR	Continue to chair the Bloomsbury Group for Post Doc training, support and development. 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, such as the Strategic Partnership work UCL is doing with Francis Crick Institute, Alan Turing Institute, etc. September 2015.	Encourage networks to engage with other Researcher groups internally and externally. Take part in conferences and lead on the dissemination of best practice and share learning about other initiatives/projects on return to UCL.	This has been maintained and developed as follows: <i>The Bloomsbury Postgraduate Skills Network (BPSN)</i> is a network of leading Higher Education institutions, created by UCL in order to share best practice in skills training for research students and Early Career Researchers in the Bloomsbury area. The purpose of the shared skills training programme is to allow researchers additional opportunities for skills training, through attending training courses and workshops at other member institutions. King's College London has been the newest addition to the BPSN. <i>Leadership in Action</i> is a three-day intensive experiential leadership programme designed to prepare researchers for leadership in their chosen research field, or within the wider community. UCL runs three Leadership in Action Programmes throughout the year. Two of these programmes are normally run in collaboration with other HE institutions in the London area, e.g. Kings College London. This enables an exchange of learning experiences and share of practices between researchers from different institutions.
7.5 (a)	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.	RSCG/HR	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. September 2015.	As above.	<u>Progress</u> The Pro-Vice-Provost of UCL Doctoral School has been appointed to chair the 2017 Research Councils UK review into the Concordat to Support Researcher Career Development. This shows that UCL understands the importance of this agenda and is committed to help lead the agenda locally, nationally and internationally.
7.5 (b)	Promote HR Excellence Award.	RSCG/HR	Promote the award when UCL are reaccredited with a piece within the Week @UCL and Researcher focused newsletters. December 2015.	Relevant articles and inclusion as a section on new researchers' website.	Completed
		RSCG/HR	Brand all researcher-related activities and development opportunities with the HR Excellence Award logo. December 2015.	Note sent out from UCL President and Provost and Vice-Provost (Research) promoting the use of the badge.	Completed
		RSCG/HR	Display HR Excellence Award badge on all UCL communications and marketing materials. December 2015.	As above and addition to electronic signatures where appropriate.	Completed

Glossary of terms and links:

(ECR) – Early Career Researcher

(ECN) – Early Career Networks

(BME) – Black and Minority Ethnic

(CROS) – Careers in Research Online Survey

(HRERA) – HR Excellence in Research Award

(PIRLS) – Principal Investigators and Research Leaders Survey

(RSCG) – Research Staff Consultative Group

(VDR) – Vice-Deans Research

UCL 2034: <http://www.ucl.ac.uk/2034>

UCL Academic Careers Office (SLMS): <http://www.ucl.ac.uk/slms/aco>

UCL Academic Careers Framework: <http://www.ucl.ac.uk/hr/docs/proms/index.php>

UCL Arena Two: <https://www.ucl.ac.uk/teaching-learning/professional-development/arena-two>

UCL Careers Researchers: <http://www.ucl.ac.uk/careers/specialistsupport/researchers>

UCL Early Career Networks: <http://www.ucl.ac.uk/research/domains/personalised-medicine/ecn>

UCL Equality, Diversity and Inclusion Strategy: http://www.ucl.ac.uk/hr/equalities/corporate/strategy_2015-2020FINAL.pdf

UCL Grand Challenges: <http://www.ucl.ac.uk/grand-challenges>

UCL Public Engagement Strategy: <https://www.ucl.ac.uk/culture/public-engagement/public-engagement-strategy-0>

UCL Research Staff Development Programme: http://www.ucl.ac.uk/hr/od/rdp/rs_calendar

UCL Research Staff Hub: www.ucl.ac.uk/hr/od/research-hub

UCL Wellbeing Strategy: <http://www.ucl.ac.uk/wellbeing>

UK Concordat to Support the Career Development of Researchers: <https://www.vitae.ac.uk/policy/concordat-to-support-the-career-development-of-researchers>