# HR Excellence in Research Action Plan 2022-2024

**HUMAN RESOURCES,**

**Organisational Development**

### Summary of institutional context

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| **Institution name:** | **UCL** | **The institutional audience\* for this action plan includes:** | |
| Cohort number: | 10 | **Audience (beneficiaries of the action plan)** | **Number of** |
| Date of submission: | 7 July 2022 | Research staff | 3727 |
| Institutional context: | UCL Research Strategy published in 2019 puts nurturing those engaged in research at the heart of its mission. In 2021, a 6-month investigation into research culture at UCL, strengthened this message, with the immediate effect of forming Research Culture Operations Group. Further development is expected through the community-wide consultation on UCL Strategic Plan 2022-27, led by UCL President & Provost, Dr Spence. | Postgraduate researchers | 6193 |
| Teaching-only staff | 2392 |
| Technicians | 897 |
| Clinicians | 60 |
| Professional support staff | 4908 |
| Other (please provide numbers and details): | 3085 (staff on academic contracts) |

### Key to abbreviations:

ACO - Academic Careers Office

COP - Community of Practice

ECN - Early Career Network

HR EREP - HR Employee Relations and Employment Policy

HRBP - HR Business Partner

ISD - Information Services Division

OD - Organisational Development

RCAP - Research Culture Action Plan

RCO - Research Coordination Office

RCOG - Research Culture Operations Group

RIGE - Research, Innovation & Global Engagement

RSCG - Research Staff Consultative Group

RSIG – Research Strategy Implementation Group

RSL - Research Student Log

UCL I&E - Innovation and Enterprise

UCLB - UCL Business

UCLC - UCL Consultants

WH - Workplace Health

### Overview of actions

**General comments:**

1. Actions and success measures were submitted by functions responsible for their delivery.
2. Unless stated otherwise, UCL **annual reviews** are based on academic year cycle, with data analysis and updates conducted during summer months, and revised approach/content launched from the new academic year.
3. **Ongoing** actions indicate commitments with no end date. When referring to specific staff behaviour or action, it indicates business as usual approach, with regular adjustments throughout the year to improve performance, usually prompted by feedback or need.
4. One of the major challenges faced while preparing the HREiR Action Plan was the lack of reliable benchmarking data, which made establishing realistic and stretching goals for improvements difficult. Our goal for 2022-2024 plan is to establish base level of understanding for all new initiatives and where it does not exist already, and aim for a min. 5% annual increase in reported engagement or awareness.

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|  | **Obligation** | **Action** | **Success measure (SMART)** | **Deadline** | **Responsibility** |
| **Environment and Culture** | | | | | |
| **Institutions must:** | | | | | |
| ECI1 | Ensure that all relevant staff are aware of the Concordat | Heads of HR and their teams will work on developing a working understanding of the Concordat's principles across UCL community through conversations with faculties and departments, and with stakeholders. They will also look for opportunities to promote the Concordat when developing interventions to support departments. | Research staff and their managers are aware of and understand the principles of the Concordat and the Action Plan, and how it supports research staff to be their best at UCL. Measured and monitored through the structured and regular feedback via managers of researchers and through the continuous increase (minimum 10%) in positive response to CEDARS q. 44. | Ongoing (shift in practice) | Heads of HR, HR Business Partner (HRBP), Head of Research Culture |
| Add Concordat/HR Excellence Action Plan discussion as a standing agenda item to key stakeholder meetings, including Research Staff Consultative Group (termly, RSCG), Early Career Network Liaison Committee (termly, ECN), and People and Culture Committee (annually). Concordat and HR Excellence in Research Award Action Plan will be published on Researcher Hub.  See ECI2. | Discussion on the progress and improvements at meetings, as noted in minutes. Increase in contribution to UCL strategic consultation.  Pilot Researcher Hub published by August 2022. | Ongoing, according to the meeting schedule | RSCG, ECN chairs, Head of Researcher Experience (OD) |
| Organisational Development (OD) will refresh researcher induction (live events and ‘Belong at UCL’ self-paced e-learning) to emphasise the role of the Concordat in supporting research staff. | Establish baseline understanding of 'Belong at UCL' research staff induction adoption. Engagement with faculty to increase adoption. | Refreshed induction launches by September 2022, Engagement Ongoing, reviewed annually (by Sept) | OD |
| OD will update the Research Staff Handbook to include a section on the Concordat. | Establish base level understanding of institutional adoption to concordat, measure page visit to Researcher Hub and OD researcher development ‘resource’ page to ensure realistic goal is set based on the base-level understanding. | Ongoing, reviewed annually (by Sept) | OD |
| ECI2 | Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers | The Researcher Hub (also mentioned under PCDI3) will bring together in one place the myriad expectations placed on researchers and managers, communicated in a clear and succinct fashion (funded through the UCL Enhancing Research Culture programme). | Phase 1 of website delivered | by October 2022 | Head of Research Culture |
| Newly formed Research Culture Operations Group will oversee work to close the gap between policy and practice. The group will investigate staff perception and engagement with policies and formulate recommendations for clarifying and communicating expectations to researchers and managers of researchers, including mapping policies and key guidance to increase transparency. | Report with findings and recommendations completed by June 2023. Guide with key documents mapped and explained, completed, and published on Researcher Hub website and Research Staff induction resource page. | by June 2023 | Head of Research Culture, HR Employee Relations and Employment Policy (EREP) |
| ‘Lead at UCL' online toolkit provides a comprehensive and systematic overview of current policies. Launch 'Management Essential' e-learning to help shape positive management practice and behaviour. OD will signpost it in other leadership programmes aimed at managers and researchers, and in research staff inductions. See also ECR2, EI2, EI4, EM2 and ER1 | ‘Management Essential’ e-learning published Engagement with ‘Lead at UCL’ monitored and reviewed based on unique visitors and number of components accessed (min 5% annual growth). | by September 2022 Ongoing, reviewed annually (by Sept) | OD |
| Publish annual updates and increase visibility of the Research Staff Code of Practice. | Revised and updated Code published annually by September each year.  Number of website hits and downloads monitored with annual targets agreed with RSCG. | Ongoing, reviewed annually (by Sept) | OD, RSCG, Doctoral School, Faculties |
| UCL will submit Athena SWAN Silver Charter Mark application and publish the outcome and Action Plan on UCL Athena SWAN institutional website and SharePoint.  UCL will submit Race Equality Charter Mark Bronze application and publish the outcome and Action Plan on UCL EDI website and SharePoint. | UCL will successfully retain Athena SWAN Silver Charter Mark and Race Equality Charter Mark Bronze | by April 2026 (Athena SWAN) and February 2025 (REC) | EDI |
| Establish a clear plan for engaging with external disability accreditation schemes (Disability Confident and/or the Business Disability Standard) through the Disability Equality Implementation Group (DEIG), with input from EDI, DESG and the disability staff networks. | Plan established and endorsed by DEIG | by September 2022 | EDI |
| Establish an EDI Community of Practice (COP) to bring together staff from across UCL who perform EDI functions to share good practice and provide opportunities to learn from each other. | EDI COP established and launched | by October 2022 | EDI, OD |
| ECI3 | Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues | A campaign will be run to promote UCL's Report + Support platform and the data from the past three years analysed to produce a report outlining findings and recommendations (funded through the UCL Enhancing Research Culture Programme).  In addition, Full Stop campaign will be featured prominently during Away Days, Roadshows, induction events and leadership training run by OD, as well as conversations with Faculties by HR Business Partners. See also ECI6, ECI4, ECM4 and ECR4 | Report with findings and recommendations complete. Effectiveness of the campaign monitored by observing trends between accessing EAP, submissions to Report + Support, sickness and turnover rates.  Target increase reviewed on annual basis | By October 2022 Ongoing, reviewed annually (by Sept) | EDI, OD, HRBP |
| Academic Careers Office (ACO) will integrate anti-bullying/harassment training in relevant activities.  As part of the ACO's ADAPT portfolio of resilience building and wellbeing schemes: 1. Provide coaching to doctoral students and technicians in the area of Health.  2. Provide a series of events on failure and resilience supported by online activities. | Training expanded.  Establish annual engagement increase targets (coachees, attendance), measure and monitor annually | Ongoing, reviewed annually (by Sept) | ACO |
| Monitor alignment with 3 key policies supporting the work being undertaken by the sexual harassment task and finish strategy group: i) Prevention of Bullying and Harassment Policy; ii) Personal Relationships Policy and iii) Safeguarding and International Safeguarding Policies. As needed, training sessions will continue to be delivered at departments/ local HR level, to train teams on the policy changes. | Policies will be reviewed regularly based on feedback/need.  Mandatory safeguarding training has been rolled out to roles where a DBS check is required, and it has been recommended to staff in other roles. Uptake is being monitored. | Ongoing, reviewed according to need/feedback | HR EREP, EDI |
| Monitor and further update, if necessary, Work Life Balance Policy to support a more positive experience for the staff member and to ensure compliance. Hybrid working policy is being trialled at the moment to allow staff to work remotely for 60% of their time, where their role allows. | Continued analysis of the engagement with, and results of pulse surveys and listening exercises, Monitor the uptake of flexible working | Ongoing, until needed | HR EREP |
| Wellbeing Services team in Workplace Health (WH) will continue to support staff and students through events, activities and campaigns including: • Support through webinars and wellbeing newsletters  • Staff and Student referral process • Themed wellbeing campaigns (e.g., Three good things, Step challenge etc.) See also ECR3 | Deliver four annual wellbeing campaigns a year.  Promote wellbeing support resources on the website, in the monthly newsletter, and in meetings and events. | Ongoing, reviewed annually (by Sept) | WH |
| UCL will provide annual updates to maintain London Healthy Workplace Award (Foundation level) and will aim for Achievement level on renewal in 2025. | London Healthy Workplace Award is retained, and Achievement level acquired on renewal. | by May 2025 | WH |
| Research Culture Operations Group (RCOG) to consider recommendations for good practice on wellbeing, managers' support towards work-life balance, awareness of appropriate behaviours and reporting (Report + Support) and accountability, as part of the development of the Research Culture Action Plan. See also ECI6, ECI4, ECM4 and ECR4 | Inclusion of relevant activity in the Research Culture Action Plan (RCAP) by 2023. Increase positive response to relevant questions in staff surveys and to CEDARS q. 28, 39, 41, 42 and 43. | RCAP published by March 2023  Ongoing review according to the survey schedule | Head of Research Culture, RCOG |
| ECI4 | Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health | Review leadership programmes for researchers to ensure equality and diversity aspects are included as well as the managers' role in promoting wellbeing and mental health and setting a positive research culture.   Launch 'Management Essential' e-learning, with a focus on management behavioural change.  Encourage researcher managers' participation on Inclusive Leadership programme. See also ECI2, ECI4, EI2, EI4, EM2 and ER2 | Launch of academic and researcher leadership pathway in 22-23  ‘Management Essential’ e-learning launched by September 2022  Recruitment process and participation in leadership programmes monitored and reported on | Ongoing, reviewed annually (by Sept) | OD |
| Launch Increasing Intercultural Competence online course focused on developing awareness and effective communicative skills in an intercultural academic environment to support increased sense of belonging, community building, collaborative research practices and educational approaches. Course will be available online at UCLeXtend to UCL staff and students (funded through the UCL Enhancing Research Culture Programme) | Online course launched | by December 2022 | UCL Arena |
| Hold an annual compendium of good race equity practice and innovation within academic units and professional services to be developed by the EDI COP and shared good practices widely among Deans, HoDs and Directors.  See also ECI2 and EI1 | Successful delivery of the compendium | by Oct 2022, followed by annual iterations | EDI COP |
| EDI and wellbeing sections of the induction for researchers will be redesigned to emphasise the importance of leaders in role modelling excellent practice and will be expanded to include key documents and resources. | New content reviewed and launched in annual cycles. Once established, engagement with the resources monitored through annual targets (number of downloaded documents, click through). | Ongoing, reviewed annually (by Sept) | OD, EDI, WH |
| ECI5 | Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity | Increase visibility of the UCL Statement on Research Integrity, which sets out UCL's expectations of all those involved in the research at UCL.  Current references include the revised Code of Conduct for Research and in the Research Staff Induction. | The Code of Conduct for Research revised and published after consultation.  Research Integrity Statement and Code of Conduct highlighted in the Research Staff Handbook, Researcher Hub, and ‘Belong at UCL’ researcher e-learning induction. Engagement monitored by site visits and downloads. | Ongoing, reviewed annually (by Sept) | Research Integrity, OD, Head of Research Culture |
| Open Science will continue targeting their sessions at different groups and levels of experience as well as contributing to the Doctoral Skills / Researcher Skills Development Programme and offering ad hoc training as required. | Regular activities taking place and consistently reaching attendance at 70% of capacity. | Ongoing, reviewed annually (by Sept) | Open Science |
| UCL has been conducting, in consultation with Faculties, an ongoing review of research ethics processes and policy at UCL, culminating in a co-created new ethics policy and ethical risk levels that determine the level a project needs ethical review. Consultations included representation from Faculties, as well as UCL-wide and liaison with several academic and PS areas. | Ethics process and policy regularly consulted and adapted following the community feedback.  Updates published on Research Integrity websites and widely adopted by UCL | Ongoing, reviewed annually (by Sept) | Research Integrity |
| ECI6 | Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices | Improve quality and access to data about the research community, through data cleansing, analysis (exit data in particular) and visualisation to support strategic decision making and monitor progress against objectives (funded through the UCL Enhancing Research Culture programme) | Employee data relating to the research community is cleansed.  Exit data is analysed and findings shared. Tableau dashboards that respond to the needs of decision-makers are available. | by December 2022 | HR Services, Data and Insights |
| Improve data quality of current MyHR system, which will enable more accurate tracking of candidates’ diversity and recruitment metrics,  Faculties to reflect on REF environment score (with HR data) and improve the quality of research environment and culture. | Production of a research focused recruitment dashboard highlighting roles recruited, candidate experience and profile, open vacancies impacting research capability | by November 2022 | HR Services, ISD and Faculties |
| Develop a RCAP aligned to the UCL Strategic Plan 2022-27. Continue to develop plans in close consultation with community - updating them on developments and co-creating initiatives once in the implementation stage, as well as monitoring its implementation. | Committee formed, ToR approved and RCAP published. | Formation of the committee by July 2022, RCAP published by March 2023 | Head of Research Culture |
| UCL will continue gather feedback from researchers through regular Pulse Survey (ad hoc), annual Staff Survey and biannual CEDARS. Input will also be sought through the engagement with RSCG (main consultative body representing researchers' interest), ECN committees and ad hoc focus groups.  Data will be reviewed and reported on to relevant functions and faculties. See also ECR5 | Surveys conducted with engagement target increasing after each cycle. Data gathered and reported, with agreed recommendations shared through newsletter | Ongoing, reviewed annually (by Sept) | OD |
| UCL will continue reviewing and publishing the Annual Statement on Research Integrity activities to demonstrate how it meets its commitments under the Concordat to Support Research Integrity. See also ECI5 | Annual Research Integrity Statement reviewed and approved by governing body at UCL and then submitted to the Signatories of the Concordat. Approved Statement is published on Research Integrity website. Information on the research integrity and ethics website is reviewed regularly, to ensure information is up to date. | Ongoing, reviewed annually (by Sept) | Research Integrity |
| **Managers of researchers must:** | | | | | |
| ECM1 | Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work | HR Business Partners will ensure that reports on mandatory training completion are reviewed by local leadership teams and actions taken to ensure all staff complete mandatory EDI training.   Through ongoing review, Departments’ needs for any additional training/ development will be surfaced and leadership teams encouraged to include actions in their People Plan. | Mandatory training reports are reviewed by leadership teams and action taken by them to increase completion rates.  People Plans include a section on EDI and holding staff to account for putting EDI into practice. | Ongoing, reviewed annually (by Sept) | Heads of HR, HRBP |
| OD will continue collaboration with key stakeholders on accessibility and improved engagement with training. New stream of training in development with EDI | Disadvantaged research student and staff communities consulted with about their training needs and struggles.  Changes implemented in DSDP & RSDP, and leadership programmes to address these needs and struggles. | by September 2023 | OD, EDI |
| ECM2 | Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct | Managers will be aware of, and adhere to the Statement on Research Integrity, the Code of Conduct for Research, the General Code of Ethical Principles, and the Research Integrity Training Framework.  See also ECI4, ECI5, EI2 and ER2 | Key documents included in induction, handbook, Researcher Hub. Establish data capture for ethics application approval rate and ethics web page viewing/download rate. | Integration by September 2022 Engagement monitored and reviewed annually | Research Integrity, OD |
| Managers of researchers will be aware of the Full Stop Campaign and the role of Report + Support system. This will be achieved through Away Days, Roadshows, induction events and leadership training, as well as conversations with Faculties. See also ECI3, ECI4, ECM4 and ECR4 | Increase in the awareness on Full Stop Campaign measured though staff surveys, CEDARS q.39-41, and click through to the institutional websites as well as the number of cases - formal and informal - addressing this behaviour. Target increase reviewed on annual basis | Ongoing, reviewed annually (by Sept) | EDI, HRBP |
| ECM3 | Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity | Once approved by the committees, managers will gain awareness of, and use the Researcher Promise framework as a guide to improve researchers' talent management, promotion, career stability and work-life balance. See also ECR1, EI1, EI3, ER5, PCDM1 and PCDM3 | New framework launched and communicated to UCL community. Engagement measured via staff surveys, click through, and download rate. | by September 2024 | HR Reward and Pensions, Heads of HR, People and Culture Committee |
| ECM4 | Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers | Policies and guidance are in place to support staff in achieving a good work-life balance (https://www.ucl.ac.uk/human-resources/policies/2021/aug/work-life-balance). | Staff feel supported in talking to their line manager about flexible working (as measured in staff surveys) and applications made are responded to in line with legislation. Engagement targets to be reviewed on annual basis | Policies are in place.  Ongoing review, according to the survey schedule | Heads of HR, HR EREP |
| ECM5 | Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution | Managers of researchers to raise concerns through HR Business Partners, with potential escalation route to RSIG People Group. | Escalation and feedback mechanism made clear on Researcher Hub website Review of issues raised added as a standing agenda item to RSIG schedule | Ongoing, reviewed according to RSIG meeting schedule | Head of Research Culture, HRBP, RSIG People Group |
| OD will work with Faculties to establish understanding of the managerial structure of ECRs, tailored to Faculty context, followed by the development of central training to encourage managers' engagement in policy and research culture. | Investigation completed; action plan formulated | by January 2024 | OD, HRBS, Faculties |
| **Researchers must:** | | | | | |
| ECR1 | Actively contribute to the development and maintenance of a supportive, fair, and inclusive research culture and be a supportive colleague, particularly to newer researchers and students | Take up roles within ECN, RSCG and other groups representing researcher interest. Benefits of the experience captured via feedback, interviews, blogs, and case studies (see also ER4, PCDI4) Encourage engagement with UCL 2022-2027 strategic consultation via Festival of Early-Stage Researcher Town Hall event, with a direct Q&A with the provost. | Roles being taken up (no long-term vacancies) Increased interest in representing researchers expressed by regular rotation on committee roles. Voices from the researcher community heard by the Provost and university management via strategic consultation, Q&A, and other means. | Ongoing, revived annually | OD, ECN, RSCG, RCOG |
| ECR2 | Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity, and inclusion | OD launched ‘Lead at UCL’, a comprehensive online toolkit where EDI policies are available. OD also launched an online training and resource toolkit supporting research grant and research fellowship processes, working with the three Research Coordination Offices (RCO). The toolkit includes relevant information about research integrity. See also ECI2, EI2, EI4, EM2 and ER2 | Developing Grants and Fellowship online training and resource toolkit launched and continuously developed  Engagement with the policy websites measured annually by increased unique access. | by June 2022 Ongoing, reviewed annually (by Sept) | OD, RCO |
| Revisions to The Code of Conduct for Research will be re-launched with comms campaign to ensure awareness. See also ECI4, ECI5, ECI6 and ECM2 | Revised version of the Code published on Researcher Hub | by September 2023 | Research Integrity |
| ECR3 | Take positive action towards maintaining their wellbeing and mental health | Researchers to engage with the activities and campaigns offered by the Wellbeing Services team in Workplace Health, including: • Webinars and short courses • Subscribing to wellbeing newsletters  • Taking advantage of Staff and Student referral process • Four annual wellbeing campaigns See also ECI3 | Monitored interest in the four annual wellbeing campaigns a year,  Promoting wellbeing support resources on the website, in the monthly newsletter, and in meetings and events Maintaining monthly newsletter readership above 1,400 views | Ongoing, reviewed annually (by Sept) | WH |
| WH and OD will monitor the engagement with wellbeing courses offered to researchers and all staff. Researchers to be aware and take part in the full range of wellbeing support, including Employee Assistance Scheme, WH consultancy and UCL SilverCloud self-paced online resource of psychoeducational and CBT programmes. | Increase in number of enrolled users on courses, with the initial goal of 70% attendance on capped events. Establish benchmark and agree annual goals for an increase in unique visitors. | Ongoing, reviewed annually (by Sept) | WH, OD |
| ECR4 | Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct | Increased confidence in using Report + Support platform to report incidences of inappropriate and discriminatory behaviour. See also ECI3, ECI6, ECI4 and ECM4 | Increase in confidence measured by observing trends in submissions to Report + Support, with diminishing % of anonymous reports.  Target change reviewed on annual basis | Ongoing, reviewed annually (by Sept) | EDI |
| RCOG to explore the possibility of introducing a role of researcher mediator to represent researcher interests, with a possible inclusion to the Researcher Promise document, as part of the RCAP development. | Inclusion of the update in the Research Culture Action Plan and Researcher Promise. | fully completed by September 2024 | Head of Research Culture, RCOG, HRBP |
| ECR5 | Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution | Research Staff Consultative Group (RSCG) is the main consultative body representing researchers' interest. Recent work on Terms of Reference and membership resulted in including Directors of Operations to increase its visibility and reach. RSCG formally will also change its reporting lines to the UCL 'People and Culture Committee'  See also ECI6 and ECM5 | Recognition of issues and discussion arising from RSCG at 'People and Culture Committee'. | by September 2022 | OD, RSCG, HR |
| **Employment** | | | | | |
| **Institutions must:** | | | | | |
| EI1 | Ensure open, transparent, and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices | Implementation of a new recruitment system and recruitment of a dedicated senior academic recruiter to focus on producing candidate pools, more effective promotion of vacancies in the external and internal candidate market and more accurate tracking of recruitment outcomes. See also ECI6, EI6 and PCDI6 | Implementation of new recruitment system in Summer 2022.  Senior academic recruiter hired to focus on VPs, Deans and Heads of Department. | by September 2022 | HR Recruitment |
| Investigate use of positive action in BAME PhD student recruitment and Fair Recruitment practices.  Communicate possible/allowable positive action interventions / examples and case studies, to ensure staff is aware of what may be permitted under positive action.  Organise and host a national conference on BAME student representation at PhD level - UCL and national good practice to be identified and speakers invited accordingly. Conference report with recommendations to be published and disseminated to the sector. | A clear understanding of what positive action interventions means.  Majority of CDTs and DTPs engaging and changing practices (to be monitored and reported to the Director’s Group).   Minimum 70 attendees at the conference.   Widespread dissemination of conference report and evaluation of feedback from at least 30% UK HE Doctoral Schools. | 2021 through 2023 | CDT and DTP Directors Group, Student Union, EDI |
| Strengthen the academic pipeline for Black Scholars through 5 PhD studentships per annum and a follow-on junior lectureship (4 + 3 years) supported by the Inclusive Advocacy Scheme.  Establish Faculty Diversity Hiring Committees in line with University of Toronto model with pilots in UCL East, Faculty of Laws; Engineering Sciences; Brain Sciences and Mathematical and Physical Sciences. | Successful recruitment completed on annual cycle.    When progress tracked at least 10 new Black academics appointed via this method  2% increase in BAME academic staff overall in departments utilising this method | Programme agreed by May 2022 Ongoing   by July 2023 | Vice Deans EDI/ED |
| Review Academic Career Framework (ACF) and outline alternative career pathways to improve talent management for academic and research staff at UCL. See also ECM3, EI3, ER4, PCDI1, PCDM1 | Changes consulted and launched ACF reviewed, and changes communicated | by September 2024 | HR Reward and Pensions, Heads of HR |
| EI2 | Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position | OD will conclude the review and re-launch blended induction and onboarding for new researchers in all roles, aiming to launch the new format of online and live events by the next academic year. See also ECI4, EI4, EM1, ER1, ER2 and PCDM5 | Positive qualitative feedback from the researcher community about the new research staff induction | by September 2023 Ongoing, reviewed annually (by Sept) | OD |
| EI3 | Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances | Grade 6 to 7 and 7 to 8 researcher promotion will be a key focus for HR alongside Deans and HoDs in the next period, to ensure staff are not overlooked for promotion at this level. Progression amongst this cohort could have an impact on UCL's gender and ethnicity pay gaps which UCL has committed to reducing. | A higher proportion of successful researcher promotions between G6 and G7 and from G7 to G8. An increase in gender and ethnical diversity at the higher grade as a result of this exercise. | Ongoing, reviewed annually (by Sept) | HR Reward and Pensions |
| ACF promotional criteria encourage broad range of contributions outside of grant/publications. Since launch in 2017, ACF saw promotion of over 20 individuals being promoted to 'professor in teaching' which previously did not exist. Our next step is to recognise 'professor in practice' as a valid route and update the ACF to reflect the change. | Professor in practice' route added to ACF | by September 2023 | HR Reward and Pensions |
| After approval of the committees, to develop, launch and embed Researcher Promise framework, outlining UCL guidance for career stability and progression, salaries, professional development and work-life balance of the researchers. See also ECM3, EI1, ER4, PCDI1, PCDM1 | New framework consulted and launched | by September 2024 | HR Reward and Pensions, Heads of HR |
| Continue to develop a culture of sponsorship for BAME staff and improve career development by expanding the Inclusive Advocacy Programme. | Increase Advocate numbers to minimum of 100 and match all to Protégé waiting list. | by September 2022 | EDI |
| RCOG to consider issues with researcher recognition and promotion, in particular addressing more targeted actions for women, as part of the development of RCAP. | Inclusion of relevant activity in the RCAP by 2023. Increase positive response to relevant questions in staff surveys and CEDARS q.14, 18 and 30. | RCAP published by March 2023 Ongoing review according to the survey schedule | Head of Research Culture, RCOG |
| EI4 | Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent | OD is currently working on 'Management Essential' e-learning (linked to ‘Lead at UCL’ online toolkit), which will inform managers what is expected from them. In addition, a new Academic and Research Leadership Pathway is under development; its first deliverables, new Senior Leaders and New Academic Heads of Department Induction programmes were piloted in 21/22 academic session, with further researcher-specific training scheduled to be released over the next two years.  See also ECI2, ECI4, ECR2, EI2, EM2 and ER2 | Senior Leaders/HoDs Inductions delivered on annual basis. Development and launch of:  - Experienced PI Leadership Pilot Term 3 2022,  - Experienced PI Leadership included in the 22-23 leadership nomination suite, - PGR Leadership Pilot Term 2 2023, - expansion of ECR Leadership programme (Leadership in Action) - capacity to host UCL cohort Term 3 2023,  Full pathway aligned to key UCL policies by September 2023 | by September 2023 | OD |
| Increase internal coaching provision for research community by providing key members of the research community (supervisors, tutors and/or PIs) with coaching from experienced and trained internal UCL coaches (funded through the UCL Enhancing Research Culture Programme). | Qualitative feedback on the programme is positive. Lessons learnt that will guide future work. | by October 2022, | OD |
| Launch What is a Leader at UCL – setting expectations: a series of products setting expectations for new and existing UCL leaders in the research community. Deliverables: a research exercise with existing UCL leaders and staff to determine the key qualities of a UCL leader, production of high-quality video and audio products; interviews with UCL leaders; E: learning product to be delivered alongside future HOD and SL inductions (funded through the UCL Enhancing Research Culture Programme).  See also ECI4, EM1, PCDI2, and PCDM5 | Programme launched,  High engagement levels with material monitored annually based on the number of click-through. | by October 2022 | OD |
| RCOG to consider two issues within development of RCAP - prioritising time and access to development (including leadership programmes). | Inclusion of relevant activity in the RCAP by 2023. Increase positive response to relevant questions in staff surveys and to CEDARS q. 31. | RCAP published by March 2023 Ongoing review according to the survey schedule | Head of Research Culture, RCOG |
| EI5 | Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation | UCL operates an annual cycle of senior academic (staff on research, teaching and academic contracts) promotions and it is expected that future career progression is discussed in all appraisals for the academic community. Senior promotions process allows an employee to apply supported by their HoDs or alternatively apply directly if they do not feel their case will be supported. Applications are considered by School panels and then a final cross UCL panel- to ensure checks and balances.  See also EM1, EM4, ER3, PCDI2, PCDI6, PCDM1 and PCDR1 | All 11 UCL faculty Deans working with HR Reward and Pension team to review research staff promotion on an annual basis. | Ongoing, reviewed annually (by Sept) | HR Reward and Pensions |
| OD will continue revising and updating guidance and training around the annual appraisal process, including launch of the updated Professorial Appraisal Review (PAR) System.  Leadership and management training will continue to expand in line with the demand. OD will continue working with Faculties on nominations process to support nurturing talent and career progression among researchers.  See also EM1, EM4, ER3, PCDI2, PCDI6, PCDM1, PCDR1 and PCDR4 | Local appraisal guides launched. Launch of Professorial Appraisal Review (PAR) System. Waiting lists for leadership and management programmes monitored and reported on annually. Nomination process reviewed annually based on feedback. | Guides and PAR launched by September 2024  Ongoing, reviewed annually (by Sept) | OD, Heads of HR, Faculties |
| RCOG to consider issues around giving feedback and setting clear objectives as well as managing poor performance as part of the development of the RCAP. | Inclusion of relevant activity in the RCAP by 2023. Increase positive response to relevant questions in staff surveys and CEDARS q. 30 | RCAP published by March 2023 Responses monitored according to survey schedule. | Head of Research Culture, RCOG |
| EI6 | Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress | UCL policy is to appoint staff on research grant funded contracts lasting longer than nine months on "open-ended contracts with grant/project end dates". Ahead of the end of the funding, a consultation meeting is held to discuss available funding and alternative sources of employment.  Researchers qualify for occupational redundancy pay after 2 years' service, in accordance with UCL's provisions for all staff. | Regular review of the understanding of the policies through the queries to EREP team and Research Facilitators. Effectiveness monitored through staff surveys and CEDARS q. 18. | Ongoing, reviewed annually (by Sept) | HR EREP |
| Implementation of a new recruitment system will allow more accurate analysis of redeployment effectiveness, recruitment outcomes and career history. Activity report will be discussed with relevant teams and faculties on annual basis. See also EI1 | Implementation of new recruitment system in June 2022.  Activity report piloted and reviewed in 2023 | June 2022  Ongoing from 2023 | HR Recruitment |
| EI7 | Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making | UCL actively seeks researcher voice through surveys, EDI-focused groups, representations in key advisory groups (RSCG, ECN committees and RCOG) and UCL 2022-2027 strategic consultation. | Engagement with surveys and focus group events tracked, with annual success measures agreed and monitored. Researcher representatives active in committees and advisory groups. | Ongoing, reviewed annually (by Sept) | OD, Faculties, ECNs, RSCG, RCOG |
| **Managers of researchers must:** | | | | | |
| EM1 | Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care | New Senior Leaders and New Academic Heads of Department Induction programmes launched in 21-22 academic year. Staff new to these roles are automatically enrolled and added to Learning Community network. Enrolment on Research Team Leaders training for new PIs has been added to nomination process, supporting talent planning by faculties.  Sections on institutional culture and effective people management will be updated in these specific training programmes.  See also ECI4, EI2, EI4, EM1, PCDI2, and PCDM5 | Programme content reviewed and updated after each cohort. Satisfaction measured through high completion rate and feedback from participants. Peer recommendation kept above 80% of participants. | Ongoing, reviewed annually (by Sept) | OD |
| HRBP will ensure that reports on learning path training completion are reviewed by Department leadership teams and actions taken to ensure all staff complete them. Through ongoing review of Departments’ need for any additional training/ development will be surfaced and leadership teams encouraged to include actions in their People Plan. | Mandatory training reports reviewed by leadership teams and action taken by them to increase completion rates. People Plans to include a section on managing researchers and holding managers of research staff accountable for putting this into practice. Effectiveness of these measures monitored via relevant questions in staff surveys, CEDARS Section 3, and number of concerns with line management raised by researchers. | Ongoing, reviewed annually (by Sept) | Heads of HR, HRBP |
| Embed new e-learning package ‘Safety Risk Management’ covering health and safety responsibilities for Head of Department, Managers Supervisors and PIs in the handover process and training resources required on induction to the role.   Work equality, diversity, safety, and all other key areas of responsibility will be added to the New Head of Department Induction, to ensure that staff have a clear understanding of what is required of them and an easy, ongoing access to key policies and procedures. See also ECI4, ECM1, EI2, EI4, ER2, EM2 and PCDM5 | Completion of all modules by all staff with management or supervisory responsibilities.  Completion of the induction by all new heads. | Ongoing, reviewed annually (by Sept) | Faculties, HR, Safety Services |
| EM2 | Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding | UCL launched ‘Lead at UCL’, a comprehensive online toolkit containing employment-related policies in accessible and easy to navigate format. This will be further developed to include ‘Management Essential’ e-learning. A new Developing Grants and Fellowships online training and resource toolkit was launched in February 2022, with additional resources scheduled to be added over the next year. Researcher Hub will further provide a signposting space for all relevant resources supporting researchers. See also ECI2, ECI4, ECR2, EI2, EI4, ER2, PCDI2 and PCDM5 | New online training and resource toolkit launched, expanded, and cross-linked with other resources | by January 2023 | OD, RCO, Research Integrity, Head of Research Culture |
| EM3 | Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers | Promote setting up local promotion panels as good practice, allowing managers to proactively engage with the promotion process, and support researchers through the experience. | HR Reward and Pensions endorse a recommendation and guidance to introduce local promotion panels where they do not already exist. A success measure will be an overall increase in diversity of researchers at the next level up, as a result of annual promotions exercises. | by September 2024 | Faculties, HR Reward and Pensions |
| EM4 | Actively engage in regular constructive performance management with their researchers | Recently revised appraisal forms, including new e-learning, will be accompanied by additional advice and examples of good practice for managers of researchers and researchers. Solutions for an online system to support and monitor this process are also considered. See also EI5, ER3, PCDI2, PCDI6, PCDM1, PCDR1 and PCDR4 | New appraisal form and e-learning launched in 2022 and reviewed annually. Recommendations for new software to manage and support appraisals completed and implementation process planned. | by September 2023 | OD |
| EM5 | Engage with opportunities to contribute to relevant policy development within their institution | HRBP to encourage managers to engage with, and provide feedback on the current policies. See also ECI6 and EI7 | Review of issues raised added as a standing agenda item to HRBP meetings. ER to produce a feedback mechanism for all policies and to measure engagement. | Ongoing, reviewed annually (by Sept) | HRBP, HR EREP |
| **Researchers must:** | | | | | |
| ER1 | Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder | All new researchers to complete central and local inductions and continue developing their understanding of relevant processes through conversations with their managers. Formal Supervisory Reviews and appraisals to document this process. See also ECI4, ECI5, EI2 and EM2 | Induction and mandatory safety training completed within the first three months of joining UCL. Progress monitored by managers of researchers, HR reports and CEDARS q.21-22. | Ongoing, reviewed annually (by Sept) | Faculties |
| ER2 | Understand their reporting obligations and responsibilities | Inductions, research integrity online training and leadership programmes are continuously reviewed to ensure they emphasise researchers' obligations and responsibilities. ‘Lead at UCL’ and Code of Practice to clearly reference key policies and strategies. All resources to be regularly promoted to researchers. See also ECI2, ECR2, EI2, EM2 and ER1 | Increase in unique users of the online toolkit, with targets set up and reviewed annually based on previous engagement Annual increase in accessed websites and downloaded documents. Understanding measured by relevant questions in staff surveys and CEDARS q. 28 and 30. | Ongoing, reviewed annually (by Sept) | OD, Research Integrity, Head of Research Culture |
| ER3 | Positively engage with performance management discussions and reviews with their managers | As part of the Concordat monitoring discussions, OD, HRBP, ECNs and RSCG will continue to explore ways to improve researcher engagement with the appraisal process. See also EI5, EM1, EM4, PCDI2, PCDM1 and PCDR1 | Engagement and value monitored via increased satisfaction in staff surveys and CEDARS q. 23 and 24. Recommendations and progress communicated to faculties via HR Business Partners | Ongoing, reviewed annually (by Sept) | OD, ECN, RSCG, RCOG |
| ER4 | Recognise and act on their role as key stakeholders within their institution and the wider academic community | After committees’ approval, the implementation of Researcher Promise recommendations will encourage researchers’ contribution to institutional excellence (e.g., in areas of personal leadership).  Checklists for appraisals and promotional routes to recognise and reward institutional citizenship activities will be created. See also ECR1, ECR4 and EI7 | Relevant documents updated, published, and widely communicated to UCL communities. | by September 2024 | HR Reward and Pensions, Heads of HR |
| **Professional and Career Development** | | | | | |
| **Institutions must:** | | | | | |
| PCDI1 | Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors | HR Policy team to revise and update training policy for researchers to allow 10 days professional development pro rata every year. This commitment will also be captured in the new Researcher Promise framework.  HR Services to embed and document 10 training days on MyHR system.  See also PCDI6 and PCDM3 | UCL HR research staff training policy updated, ten training days as a 'leave' type on MyHR system for researchers | Jan 2023 - policy, Mar 2023 - system | OD, HR EREP, HR Services |
| Self-assessment tool, which provides researchers a clearer picture of skillsets required for a wide range of employment sectors, will be piloted with the community.  The descriptors will be embedded in Research Student Log (RSL) as well as Researcher Hub after piloting. | Self-assessment tool (including 60 descriptors and examples) completion by July 2022, pilot testing with researcher communities at different career stages by August 2022. Embedding the tool in Research Student Log and Researcher Hub by Jan 2023 (resource permitting) | By Jan 2023 | OD, ISD, Psychology of Entrepreneurship Research Lab |
| PCDI2 | Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers | OD leadership and management programmes as well as the newly launched career development conversation toolkit emphasise the value of developmental conversations, new appraisal form and online training will also guide managers through the process. See also EI5, EM4, PCDM1, PCDR1 and PCDR4. | New appraisal form and e-learning launched in 2022 and reviewed annually. | Ongoing, reviewed annually (by Sept) | OD |
| Recently established Staff Development Board provides strategic oversight of all leadership programmes, and is chaired by the Dean of Social and Historical Sciences and the Director of Organisational Development. This group is reviewing UCL's leadership offering, including access to it from underrepresented groups (utilising REC data) | Nominations for the leadership development programmes are reviewed and monitored regularly to ensure fair and transparent access across faculties and underrepresented groups. | Ongoing, regular reviews according to meeting schedule | OD |
| PCDI3 | Ensure that researchers have access to professional advice on career management, across a breadth of careers | Launch Researcher Hub, an online space containing information supporting positive researcher experience. UCL resources will be curated and mapped for easy access, to improve researchers' understanding between career destinations and opportunities to gain skills and experience. Central to this will be signposting various training sources and engagement opportunities, as well as the UCL Careers' growing repository of online case study and advice resources profiling researchers who have moved beyond academia. This will be linked to recommended skills and activity types, with examples of schemes and opportunities available. See also ECI3 and EM2 | Existing leadership activities and skills mapped to researchers’ journey through the Researcher Hub. | Initial Researcher Hub Phase 1 launch by October 2022, content update on rolling basis all the way to 2024 | Head of Research Culture |
| UCL Careers activities will continue to provide a focal support for career and professional development, and will be promoted by OD via induction, newsletters, UCL websites and social media. We will continue to offer one-to-one careers appointments, workshops, and employer events to equip researchers with the knowledge and skills they need to plan their career and progress to their next step, within or beyond academia. We will continue to deliver a (currently large) proportion of our services online to enhance accessibility. We will also continue to source and advertise internships and vacancies suitable for researchers, including opportunities exclusive to UCL researchers,  See also PCDM2 and PCDR2 | Retaining high and positive engagement with and feedback for our Careers offerings - assessed at the end of each term and year. | Ongoing, reviewed annually (by Sept) | UCL Careers, OD |
|  | Building on both ‘Understanding UCL's Research Culture’ and ‘Barriers to Doctoral Education’ reports, UCL Careers will run surveys and focus groups with research staff (and PhD students) from underrepresented groups to explore the best ways to serve the employability needs of our researcher community. Based on researcher survey results, we will add a leadership training component, as well as a professional skills project management training element, to our annual Beyond Academia Life Sciences careers conference. | UCL Careers data relating to underrepresented groups analysed by Summer 2022, surveys/focus groups run in 2022, and results analysed and written into a report by 2023, with appropriate action taken with regards adjustments to our offer.  Leadership and project management training component added to our annual careers conference offering in 2022. | Initial analysis by Summer 2022, surveys/focus groups run in 2022, report in 2023  Leadership component added by Summer 2022 | UCL Careers |
|  | OD will run two training pilots to explore researchers’ careers inside or outside academia: ‘Consultancy in Action’ by UCL Careers and ‘Entrepreneurship mentoring’ by Innovation & Enterprise (I&E) (funded through Research England Enhancing Research Culture programme) See also PCDR2 | Pilot training delivered, lessons learnt summarised for future work | by October 2022 | OD, Careers, I&E |
|  |  | RCOG to consider the following as part of the development of the RCAP: - Raising awareness by managers of career opportunities beyond academia and promote a positive narrative around mobility into other sectors. - Providing mentors and training in broader skills applicable to non-academic career trajectories. - Providing funds for a proportion of researchers’ time to focus on professional development, for example training, applying for funding, going to conferences, mentoring or exploring different career pathways. | Inclusion of relevant activity in the RCAP by 2023. Staff surveys and CEDARS q. 28, 30 and 31 forming a baseline for understanding and measuring improvements. | RCAP published by March 2023  Responses monitored annually | Head of Research Culture, RCOG |
| PCDI4 | Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills | In addition to expanding the capacity of existing researcher leadership programmes, OD will increase the promotion of Researcher-Led Initiative awards (RLI), co-creation opportunities (e.g., Festival of Early-Stage Researcher, FESR), and practise-based development opportunities. See also EI4, EI5, EM1, PCDI2, PCDI3 and PCDM5 | Steady growth in engagement with RLI, FESR, and practise-based development opportunities, with success measures agreed and reviewed on annual basis. | Ongoing, reviewed annually (by Sept) | OD |
|  | OD to produce a signposting checklist about existing opportunities. Community-led blogs, interviews, case studies and career spotlights should be referenced in the checklist. This resource will feed into Researcher Hub, with continuing maintenance and content update by RIGE comms team.  See also EI5, ECR1, EM4, ER3, ER4, PCDI1, PCDM4 | Checklist produced, fed into the pilot of Researcher Hub. Regular feedback through interest groups (RSCG and ECN). | Published by October 2022 Ongoing, reviewed annually (by Sept) | OD, Head of Research Culture |
| Pilot seed-funding for ECR career development. Funding call, with two streams of funding available: 1) Development towards fellowship: Support to seek external funding for their research for development towards fellowship; 2) Knowledge transfer career pathways (funded through Research England Enhancing Research Culture programme). | Leads to ECRs getting fellowships or identifying alternative career pathways. | by October 2022 | Doctoral School |
| PCDI5 | Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this | Increase visibility of, and links between training and funding available for knowledge exchange and commercialisation available across UCL. This will be achieved via cross-linking funding schemes and training websites, regular communication through newsletters and social media and induction and leadership training events.  To co-develop a programme with I&E, UCL Engagement and external partners to enable researcher career transition outside of academia.  See also EI2, EI4, EM2, RE3, PCDI4, PCDM1, PCDM2 and PCDR2-6 | Increase in website visits and click-throughs via newsletters and Twitter (success measure agreed annually).  Phase 1: Programme scoping, partner development, funding discussion,  Phase 2: programme pilot and embedding | Ongoing, reviewed annually (by Sept)  Phase 1 completed by Dec 2023 Phase 2 completed by Dec 2024 | OD, I&E, UCL Engagement |
| Increase visibility of, and engagement with Research Services, Public Policy, UCLB, UCLC, UCL Careers, through inductions, festivals, and career events. See also EI2, EI4, EM2, RE3, PCDI4, PCDM1, PCDM2 and PCDR2-6 | Regular activities taking place and consistently increasing attendance rate (year-on-year growth). Increase in website visits and click-throughs via newsletters and Twitter. Target increase reviewed and agreed annually based on previous activities. | Ongoing, reviewed annually (by Sept) | OD, UCL I&E, UCL Engagement, UCL Careers, RCO |
| PCDI6 | Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews | HR Services will amend HR database to include new type of absence for research training leave, allowing researchers to request and log their development time. See PCDI1 | System change made, System queries created to regularly report on the training entitlement used. Trends analysed and shared with relevant functions/key stakeholder groups. | Implementation by March 2023  Ongoing reporting, reviewed annually (by Sept) | HR Services |
| HR Recruitment to introduce and implement a new recruitment system, allowing more accurate tracking and analysis of career outcomes and researcher journey. Regular reports on the success of internal recruitment processes (including redeployment) leading to recommendations for timely interventions as required.  See also EI1, EI6 | System embedded and used in recruitment. System queries scheduled, and reports generated in regular intervals. Trends analysed and shared with relevant functions/key stakeholder groups. | by August 2022 (system and reports ready) | HR Recruitment |
| OD to develop mechanism to report on, and increase on-time completion of mandatory trainings, which include development in the areas of understanding of institutional policies and requirements. Long-term goal is to investigate systems to monitor and report on overall training time spent by staff. | Investigate and present recommendations on collaborations with faculties to increase awareness on manager level, including technical solution to monitor and report on activities. | recommendations by July 2023 | OD, HR Services |
| **Managers of researchers must:** | | | | | |
| PCDM1 | Engage in regular career development discussions with their researchers, including holding a career development review at least annually | HRBP will promote to all leadership teams the importance and benefit (to researchers, departments, and institution) of having proactive developmental conversations as part of appraisal and ongoing supervision. Managers of researchers will be confident to have such conversations including where they have to give challenge. This commitment will also be included in the Researcher Promise See also EI5, EM4, ER3, PCDI2, PCDM1, PCDR1 and PCDR4 | Success measured through appraisal completion and CEDARS q. 28, 30-33. | Ongoing, reviewed annually (by Sept) | Heads of HR, HRBP |
| OD launched the revised appraisal form to guide developmental conversations. Faculties will be encouraged to develop local appraisal checklists and augmented instructions to reflect discipline-specific context, e.g., Faculty of Brain Science has developed local appraisal guidance to provide additional consideration to central appraisal resources.  See also EI5, EM4, ER3, PCDI2, PCDM1, PCDR1 and PCDR4 | New appraisal guidance launched and reviewed on annual basis Adaptation of local checklists and guides across faculties. | Ongoing, reviewed annually (by Sept) | OD, Faculties, HRBP, HR EREP |
| PCDM2 | Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments | OD to support expansion of peer-coaching schemes via ECNs and usage of existing peer-coaching SharePoint resource.  ECNs to expand mentoring schemes and encourage researchers to find a dedicated mentor as part of their induction. | Each Research Domain has at least one peer-coaching and one mentoring scheme available to early career researchers. Mentor field added to departmental induction checklist. | by Oct 2025 | ECN, Faculties, OD |
| As part of the ACO's ADAPT portfolio of resilience building and wellbeing schemes:  1. Provide coaching to doctoral students and technicians in the area of Health.  2. Provide a series of events on failure and resilience supported by online activities. | Establish annual engagement increase targets (coachees, attendance), measure and monitor annually | Ongoing, reviewed annually (by Sept) | ACO |
| PCDM3 | Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development | Managers will engage with the appraisal process to capture development plan for researchers. Training days will be recorded via absence management system on HR database as research development training absence. See also EI5, EM1, EM4, ER3, PDI2, PCDI6, PCDM1 and PCDR1 | Appraisal forms completed and recorded locally,  Training recorded on HR system and activities reported to relevant functions. CEDARS q. 22, 23, 32, 33 and 37 used to analyse trends. | Ongoing, reviewed annually (by Sept) | Faculties, HR Services |
| PCDM4 | Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours | New managers will attend training to prepare them for their roles (Research Team Leaders, supervisory training, appraisal course, coaching essentials) and will engage in regular developmental conversations with their reports. They will also use appraisal process to encourage skill assessment and record and monitor their development plan. See also ECI2, ECR2, EI2, EI5, EM2, EM4, ER1, and PCDR6 | Impact measured through the training completion, annual appraisals taking place and forms retained and recorded by departments, and increase in positive staff survey responses to developmental questions.  CEDARS q. 22, 23, 32, 33 and 37 used to analyse trends. | Ongoing, reviewed annually (by Sept) | Faculties through nomination process, managers and supervisors, monitored by faculty committee |
| PCDM5 | Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development | Faculties to nominate researchers to participate in suitable leadership programmes as part of internal talent development plan. Researchers new to leadership roles to be enrolled on the role-specific induction automatically. See also ECM1, EI4, EM1, and PCDI2 | All faculties engaging with nomination process. Automatic enrolment and completion of relevant training by all staff with management or supervisory responsibilities. | Ongoing, reviewed annually (by Sept) | OD, Faculties through nomination process, managers and supervisors, monitored by faculty committee |
| **Researchers must:** | | | | | |
| PCDR1 | Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year | Researchers to engage with opportunities for their development through the appraisal and career conversations. They will use research development training absence category to record their training on MyHR  See also EI5, EM4, PCDM1, PCDI6, PCDM3 and PCDR4 | Reports showing year-on year increase in training leave recorded on MyHR. Reports cascaded locally via HRBPs | Ongoing, monitored annually from the point of system change | Faculties, HRBP |
| Researchers to engage with career development support, including career workshops and one-to-one coaching. Information on mentoring and coaching schemes included in welcome packs and in appraisal checklists. See also EI2, PCDI3, PCDM2, PCDM4, PCDR4 and PCDR6 | Induction and appraisal checklist amended to include information on career support and coaching/mentoring schemes.  Engagement monitored via feedback and ECN and RSCG representation. | Ongoing, reviewed annually (by Sept) | ACO, OD, UCL Careers |
| UCL Careers will pilot Consultancy in Action in 2022 to provide training on consultancy skills and experiential learning through a group non-academic consultancy project with external organisations. We will review the pilot with the view of adding it to the regular offering.  See also PCDI3 | Consultancy in Action pilot completed in 2022, with all places taken and useful feedback gathered from researchers and employers on whether it is a valuable addition to our programme by 2023. | by March 2023 | UCL Careers, OD |
| PCDR3 | Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications | OD, Careers and RCO to engage researchers with training around UKRI’s Resume for Research and Innovation (R4RI). | R4RI embedded in the Developing Grant and Fellowship e-learning resource.  Community engagement with a live session with invited guests from Royal Society and UKRI. | by June 2024 | OD, RCO, Careers |
| PCDR4 | Positively engage in career development reviews with their managers | Career conversations are part of annual appraisal and promotional cycle. ECN and RSCG to continue providing feedback on the guidance, training and support for researchers and their managers. See also EI5, EM4, PCDM1 and PCDR1. | Inclusion of annual review as a standing item to the RSCG and ECN meeting agenda | Ongoing, reviewed annually (by Sept) | ECNs, RSCG |
| PCDR5 | Seek out, and engage with, opportunities to develop their research identity and broader leadership skills | Recognising that our academic community is diverse, and academia is an international endeavour, UCL Careers will produce case study interviews with academics working in different countries to inform our researchers about international research careers. See also ECR1, PCDI3 and PCDI4 | At least ten international academic case study interviews added to our collection (with similar viewing figures to existing case studies) and utilised in relevant workshops and one-to-one appointments. | Summer 2023 | UCL Careers |
| PCDR6 | Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement, and commercialisation | UCL Engagement to continue develop Train & Engage, a training programme for UCL postgraduate students that introduces participants to engagement through skilling them up to run their own projects with community partners. | Launch stretch modules for more experienced PGR students.   Investigate a launch of asynchronous platform version with live component to increase capacity. | Stretch modules piloted in 2022/23 year Content developed continuously and reviewed annually | UCL Engagement |
| UCL Engagement team to build on a new Public Engagement Skills & Practice programme for UCL staff, delivered in ‘choose your own adventure’ style, allowing participants to select modules based on their research, teaching & engagement needs. Over the next two years, UCL Engagement will collaborate with Impact, Policy, EDI and OD teams and relaunch as a single offer for Engagement & Impact at UCL. | Hire a Grade 7 to support participants in their journey and relaunch the programme as a single offer, with inclusion of race allyship, shaping positive academic culture and input from Policy team.   Start tracking % of participating apply for either internal (T&E, BB, GC) or external funding rounds and agree target annual increase in successful applications. | Programme re-launch by September 2023.  Funding tracking in place by September 2022, strategy by September 2023 | UCL Engagement |
| Increase the visibility and participation in PE initiatives and funding schemes: Co-Production Collective (community of people interested in co-production), Trellis (knowledge exchange between researchers, artists, and communities in east London), Beacon Bursaries, Train and Engage and Listen & Respond funding schemes. | Projects continue to develop and grow in visibility; engagement among staff increases. Introduce measures to analyse the way that researchers are engaging with UCL Engagement opportunities.  Track global impact of the schemes. | Ongoing, reviewed annually (by Sept) | UCL Engagement |
| Launch Academic Leadership Through Engagement Mentoring Scheme; co-develop content with Professional Services from across UCL, including OD and Research Impact team. | Programme launched, synergy with experienced PI leadership training established. | by September 2024 | UCL Engagement, OD, Research Impact |
| Grow awareness of and engagement with Community Engaged Learning Service (CELS), a UCL service which supports teaching fellows in bringing community voices into UCL pedagogy, through teaching and assessment across many disciplines. | Start collecting data on teaching fellows who use CELS routes to achieve Teaching Fellow status.  Introduce measurements and set targets to increase on % of CELS applications. | by September 2023 | UCL Engagement |
| Increase the number of places available and grow the demand for training offered by Innovation and Enterprise. Increase attendance on SPERO programme on developing entrepreneurial knowledge, skills and mindset and commercialisation for early career researchers. Launch new SPERO programme for ECRs and expand support towards commercialisation through mentorship. | Increase engagement to 600 doctoral students and 80 research staff attending at least one workshop in 22/23 academic year.  Launch and evaluate new SPERO4 programme and entrepreneurial mentorship scheme. | Annual review in July each year SPERO 4 pilot - Summer 2022, mentorship pilot - Summer 2022 | UCL I&E |
| I&E development framework will be created, combining new and existing innovation and enterprise development and training. A content review group will be established to provide consistency, quality, and oversight of the activity. | I&E framework delivered and maintained; content review group established. | by September 2024 | UCL I&E |