## HR Excellence in Research: Six Year Internal Review

## **Updated Action Plan - January 2018** Action Completed

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HR: Human Resources, CIG: Concorat Implementation Group, CAROD: Centre for Academic, Researcher and Organisation Development, RO: Research and Innovatio Services, CEEC: Careers, Employability & Enterprise Centre

ACTION CLAUSE NO. LEAD Q4 2015 Q1 2016 Q2 2016 Q3 2016 Q4 2015 Q1 2017 Q2 2017 Q3 2017 Q4 2017 Q4 2017 Q1 2018 Q3 2018 Q4 2018 Q1 2019 Q2 2019 Comments or satisfaction (>90% satisfaction on Q19 in ntinue to 1.1 CIG 1.2 CROS2017) Retain target for CROS2019 npleted and Ongoing: Target met in CROS 2017 Recruitment and Selection training is compulsory for chairs of panels, and will be compulsory for panel members from Dec 2015 and 2016 1.1 1.4 onwards. All staff involved in recruitment panels to receive training, with specific training for those Chairing panels. This has been made Completed: 695 staff have undergone panel meml undergone chair's briefing. Training is now mandate HR 6.7 compulsory from 2015-16. In 2016/17 we will introduce a new Appointments Policy that ensures a appointments, including internal leadership and development ruitment panel. 1.2 HR pportunities, are openly advertised. Academic Recruitment Working Completed: Working Group reported to University Group reporting Q2 2016. A review of the Fixed Term Contract Policy is planned, involving researc pproved by Senate and Implemented in 2017-18 1.3 2.2 HR staff on fixed term contracts and campus trade unions. Completed: Reviewed process and developed lette npliance can be monitored via our new The new HR/Payroll system 1.4 HR PEOPLE+, will enable us to check that panel members have completed propriate training and development. Ongoing: Moving to Oracle from PeoplePlus System n place Ongoing: Implemented new promotion process in 2 iew effectiveness of new promotion procedures for CRs. 1.5 HR 2018 Ongoing: Implemented new departmental progress Review HERA process (including the assessment of research roles) to 1.5 2.5 HR take place in Q2 2018 ensure it is fit for purpose Ongoing: Limited take-up to date. Research Staff As view take-up of online training course on Research Leadership 2.1 CAROD naterial. Sam Nolan to arrange focus group. New naterial in Q1 2018 Target in CROS2017 on Q23.12 to increase to >50% those undertaking Target Re-evaluated: Although attendance showed earch skills and techniques development (from 30% in CROS2015) 2.1 itional 40% of CROS respondees indicated they target. See new action below. sure that all research staff are aware of the opportunity to join the nior Common Room (SCR) or Middle Common Room (MCR) of 2.1 CIG Ourham's Colleges. Ongoing: Pending appointment of new Deputy Hea holarship) Agree ADR process in relation to research staff. Update information and 2.3 HR ance for reviewers and reviewees. pleted: New ADR Process adopted in 2017 HR All 2.3, 3.9 4.1, 5.4 lement new ADR process for research staff. Completed and Ongoing: CAROD to review in Q2 2 onitor satisfaction with new ADR process in CROS 2017; increase in 2.3 4.1 very useful + useful' from 51% to >70%. CIG, HR New target in CROS2019: >80% mpleted: Achieved 71% in CROS2017, will monit view "Durham-specific Guidance for Heads of Department and 2.3 2.4 Completed: Superseded by review and simpl Directors of Research in Relation to Research Grants" to be updated, in RO ine with revision of University policies and procedures LEAD Q4 2015 Q1 2016 Q2 2016 Q3 2016 Q4 2016 Q1 2017 Q2 2017 Q3 2017 Q4 2017 Q1 2018 Q2 2018 Q3 2018 Q4 2018 Q1 2019 Q2 2019 ACTION CLAUSE NO. Comments tment Procedures to be reviewed and updated to: recommend panel members for senior academic and leadership sitions to be involved from job description to final appointment. require all appointment panels to have a gender balance encourage where possible all academic positions to be advertised on a Ongoing: Dean to cascade Job Share idea to acader 2.6 6.2 HR lob-Share' basis in 01 2018 include strapline encouraging applications from under-represented groups. use of e-recruitment system for all roles, including internal adership/development roles Benchmark career development provision against Vitae guidance CIG, CEEC Ongoing: CEEC circulated document to De 3.1 Completed and Ongoing: Online questionnaire la We will review our approach to exit questionnaires in 2015-16 to 3.1 6.3 HR improve take up and quality of data provided. Review destination data from People+ and use it to inform career form. Review Q1 2 3.2 CEEC Completed: Not built into People+; now part guidance to contract researchers. Explore the use of social networking sites, such as LinkedIn, to maintain 3.2 CAROD, CEEC Completed: Working with Research Staff Asso ntact with postdocs and follow their subsequent careers Ongoing: Workshops taking place. Looking for en dicated workshop(s) supporting researchers making the transition out 3.2 CEEC, CAROD of academia. Establishment of peer support group for researchers. involvement Target for CROS2017: increase in career management training from 10% ROS2015) to 20% (Q23.1) 3.2 Halted: See new action Develop the 'researchers' section of the HR website to provide an 3.3 CAROD overview of training available with links to pages with further details and Ongoing: Research Staff Association he online training booking system. reness of training courses: 'not aware of training from Ongoing: 17% not aware of CAROD and 44% not a CAROD' reduced from 29% to <10% and 'not aware of training by CAP' 3.3 reduced from 62% to <30% in CROS2017. Carry forward targets to under review. Retain target for CARO CORS2019 ease participation in CAROD training courses from 35% to 50% in 3.3 Completed: Increase to 60% CROS2017. Increase to > 60% in CROS2019 Working lunch: alumni stories. Series of sessions featuring Durham 3.4 CEEC, CAROD Completed: Impleme alumni who will share their professional journey outside of academia.

Action Ongoing

Action to Complete

	Success Measure
7 and will be used again in CROS 2019	90% Satisfaction exceeded in CROS 2017
nber training and 274 staff have	
tory before sitting on any	All Recruiting Staff Trained
y Executive Committee, Policy was	
	New Appointments Policy Adopted
ers to streamline process	New Fixed Term Process Adopted
m, Action Deferred until new system	
2017; review will take place in Q2	
ssion committees in 2017; review will	
Asssociation to assess quality of internal marketing campaign for this	
d an Increased to 34% taken, an	
would like to take. Not a very useful	
ad of Colleges (Research and	
	New Annual Development Review (ADR) Process Adopted
2018.	New Annual Development Review (ADR) Process Adopted
itor again for CROS 2019	New ADR found useful to staff as evidenced in CROS Survey
plification of research policies	
pincation of research policies	
emics via Research Staff Coordinator's	
ean, currently under review aunched Q3 2017 as part of leavers'	
2018.	
rt of a new online leavers' form	Form Now Available
socation. Linked-in group set up	Group Formed
nhanced Research Staff Association	
on below	
ion testing webpage	
aware of CAP. Role of CAP currently OD/D-CAD in CROS2019	
	>50% of CROS participants operand in training
6 for CROS2019	>50% of CROS participants engaged in training courses
nented	Working Lunch Series Implemented
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Working lunch: meet the employer. Series of sessions featuring employers that values, and can utilise, the skills, knowledge and expertise developed by researchers.	3.4	CEEC, CAROD															Completed; 5 working lunches in Michaelmas 2016 and ongoing	Working Lunch Series Implemented
Online access to Careers Service Portal Monitor uptake	3.4	CEEC															Completed: 90 registered on web portol, 12 1-1 appointments with CEEC staff	Access to Careers Web Portal Established
The revised ADR process will encourage reviewers to discuss promotion	3.5	HR															Ongoing: Further review Q2 2018	-
and career progression with CRs. Monitor take up of Research Leadership Training module (CAROD)	3.6	CAROD															Ongoing: Reviewed content and access June 2016, Further Review with Research Staff	-
Review uptake and consider actions to publicise ACTION	CLAUSE NO.	LEAD	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	04 2017	Q1 2018	Q2 2018	Q3 2018 Q4 2018	Q1 2019		Asssociation undertaken January 2018 Comments	
Only 30% of staff were in employment for < 2 years in CROS2015, so the CROS response on induction will change slowly. Target for CROS2017 is an increase from 27% to 40% on attendance at Departmental induction and 25% to 40% at Institutional induction Target for CROS2019, >80% in each category	3.6	CIG	4+2015	QI 1010	Q2 2010	432010	442010	Q12017	Q22017	0,2017	Q42017	Q1 2010	Q22010		Q12015	QF 2019	Completed. keep Reviewing: >70% attendance at institutional induction, 60% at departmental induction	Enhanced Research Staff Attendance at Instutitonal Level Induction
Review "local" induction provision across the University. Produce a "good practice guide" for local induction for departments to use. The	3.6	CAROD															Ongoing: Local Induction Review of Documentation taking place	
induction of researchers is included in this project. Presentations to Faculty Boards on development of research staff	3.7, 7.1	DEAN (R)															Completed: Meetings Well-received	All Faculty Board Met
Evaluate mentoring schemes across the University to assess their effectiveness and to assess take up of these schemes by CRs.	3.7 4.5	CAROD															Ongoing: Research Staff Coordinator Meeting to take place in Q2 2018	
Extension of PGCAP to research staff – first intake Q1 2016.	4.2																<u>Completed</u> : Research staff participate regularly in Leading Research and Developing Funded Research modules	Regular Research Staff Engagement > 100 users/year
Develop guidance for research staff representation on Departmental committees	4.4	CIG															Ongoing: Dean to progress	
committees											-							-
Increase % of CRs undertaking Research Integrity training from 15% to >50% in CROS2017	5.1																	
Pilot of Research Integrity training course for post-doctoral researchers,																	Halted: 19% in CROS2017. Need new actions (see below) to role out to Departments	-
2014/15, further roll-out 2015 /16. Review the training and development HR webpages to ensure that the	5.3	CAROD															Ongoing: Rolled out. Review take up Q1 2018	-
full range of training opportunities is explained and links to these opportunities are available in one place.	5.5	CAROD															Ongoing: RSA to test out and feedback	
Assess improvement in PI guidance through Q22.1 'encouraged to engage in personal and career development' in CROS2017: increase from 71% to 80%.	5.5																Completed: 84% achieved	84% engagement in Career Development as measured by CROS1
Further developments of the PEOPLE+ HR System, especially the training and development module, will enable staff to keep an accurate log of training and CPD activities.	5.6	HR															Ongoing: On-hold pending decisions on HR system	
Extend our approach to all areas of E&D using the model used to develop gender action plan: • Consultation with staff via online questionnaire • focus groups to further explore key issues emerging from the questionnaire.	6.1	Associate Provost															Completed: EDI Action Plan signed off by Senate Nov 2017	EDI Action Plan Developed
Refresh Equality Objectives and supporting Action Plans to 2020.	6.1	Associate Provost, HR																
Sponsorship of a recurrent Daphne Jackson Fellowship	6.2	Associate Provost															<u>Completed</u> <u>Completed</u> : <u>Completed</u> : Funding approved for 2 Fellowships on a 2-yr rolling basis	Equalities Objectives Refreshed Funding approval
Review trial advertising of positions in Science Faculty on WISE	6.2	HR															Ongoing: Tried but not successful	· · · · · · · · · · · · · · · · · · ·
Quarterly analysis of exit questionnaire responses Section 5 of our Gender Equality Action plan aims to improve our policies and practices to take better account of work/life balance. Several policies have been implemented and others are planned. Where possible and practical scheduled Committees of Senate and Council will begin after 09.15 and end by 16.00	6.2	HR GES															Superseded	
ACTION	CLAUSE NO.	LEAD	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018 Q4 2018	Q1 2019	Q2 2019	Completed Comments	Policy adopted
Each academic department to have a workload model which enables																		
academic staff to see their workload relative to the anonymised workloads of colleagues.	6.4	Faculty PVC'S															Completed: Following consultation	Completed
Conclude review of University Nursery opening hours	6.4	HR															Completed: Extended Opening to 7.30-6.00	Extended opening
Unconscious Bias training to be rolled out to all staff (over 785 staff had received training as of summer 2015)	6.7	HR																
3 See section 6.2 above for representation on panels and review of recruitment policy See also section 6.4 for actions to address Improvement of policies and united with the bit memory of Section 2016 to the section 2016 to																	Ongoing: From 24 May, 1023 attended	Significant uptake in unconcious bias training > 70% staff trained
practices to take better account of work/life balance We are reviewing our occupational health service in 2015-16 to ensure it is fit for purpose and provides pro-active support and guidance to our staff.	6.8	HR															Ongoing: Review completed. Will apply for external accreditation	
In addition to Harassment Contacts, the University has Diversity Contacts and Disability Representatives in each department. These two roles will be reviewed with the aim of amalgamating them. This	6.9	Associate Provost																
approach has been piloted by some departments with positive results. Continue to engage in the Women in Academia Coaching & Mentoring	6.10	CAROD												┼──┤───			Ongoing: Under review Q1 2018	4
programme All Science departments to apply for Athena SWAN award (or	6.10	PVC Science, HR	2														Ongoing	-
equivalent) at minimum bronze level For each faculty to have a majority of academic departments having		PVC A&H,															Completed: All got bronze	Bronze awards
applied for Athena SWAN accreditation by 2018. Annual meetings with research staff.	6.10	PVC SS&H, HR CIG, HR										<u> </u>					Ongoing	
Annual meetings with research starn. Implement new HR IT system to facilitate the collection and review of data relating to research staff. Employee self-service access to E & D data will be implemented in 2016/17 and should improve reporting.	7.5	HR															Ongoing: Regular annual event. Positive feedback Ongoing: IT systems under review	
Additional actions									1	1		1	1	· · · · ·	1	1		J
Explore support for childcare for research staff working off site	6.8	HR	<u> </u>					<u> </u>			<u> </u>	<u> </u>	Ongoing	]				
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Explore mechanisms for assisting research staff with relocation costs and, for non-EU staff, visas & NHS fees. Ensure comparability of treatment with those on non-fixed term contracts	1.5 & 6.2	HR							Completed: New policy implemented to refund visa and IHS costs for staff on contrac of 2 years or longer	ts New policy implemented
Review progression onto non-fixed term contracts and associated funding issues	2.6	HR, Associate Provost							New Target	
Review EDI actions as they relate to Contract Researchers	6.1	Associate Provost							New Target	
Departmental Audit on opportunities for training and progression	3.3	CAROD							New Target	
Develop and support bespoke research integrity training for PhDs and contract researchers on a departmental basis, using a mixture of online material and case studies	5.1	CAROD							New Tareet	
Assist Research Staff Coordinators to develop new department-specific induction materials; monitor provision in 2018-19	3.6	CAROD							New Target	Department specific induction guides for Research Staff in place
[Ensure that training programmes are aligned with expressed needs of research staff. Target for CROS2019 on all training and development questions is to have (undertaken)/(undertaken + would like to take) to be > $1/3$	3.3	CAROD							New Target	In CROS 2019 fraction (undertaken training/undertaken+would like to)>1/3