

HR Excellence in Research Award

Action Plan for Implementation of the Concordat to support the career development of researchers

Please note this is a summary review – for detailed narrative of progress made against actions and new actions identified during the 2012-2014 period, please see the first and second year full annual reviews.

Recruitment and Selection (Concordat principles 1, 2 and 5)

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Produce a University-wide statement on the management of research staff which includes the fact that researchers are chosen primarily for their ability to advance research at the University of Sheffield and that they should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.	1, 5	Apr 2013	R&IS	The statement was released in Feb 2013 TUoS statement of expectations for world class research covers this. The statement was released in Feb 2013 http://www.sheffield.ac.uk/polopolyfs/1.233132/file/Research_Staff_Leaflet_FinalVs.pdf
As part of the implementation of the enhancements to the University's e-recruitment system, review and amend as necessary the web guidance and training on recruitment and selection to include specific provision for managers / PIs with responsibility for the recruitment and selection of research staff.	1	Dec 2013	HR	Completed (see http://www.shef.ac.uk/hr/guidance/change/toolkit). The new processes have been implemented.
Add links between the guidance on recruitment and selection and the relevant R&IS web pages for PIs	1	Dec 2012	HR / R&IS	Completed. http://www.sheffield.ac.uk/ris/ecr/researchleaders

Start to monitor recruitment and selection data for contract research staff (in order to check any equal opportunities implications)	1	Apr 2013	HR	We recognised that this was not a SMART action and as such did not serve any useful purpose.
Add recruitment and selection training to future core academic induction training programmes for newly appointed lecturers and for new Heads of Department.	1	Jul 2013	HR	Completed. Modelled in the Faculty of Engineering where induction session 3 of 4 is devoted to this.
HR faculty teams to continue to offer advice to departments on the appropriate use of fixed-term contracts.	2	Ongoing	HR	This is a standard service offered by HR departments.

Training and Development (Concordat principles 2, 3, 4, 5 and 6)

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Offer dedicated training for research staff in all faculties.	2, 3 & 4	from August 2012	RPD	Programme currently on offer under 'Think Ahead' & being developed to be increasingly employer & stakeholder led. http://www.sheffield.ac.uk/ris/ecr/index
Extend the Sheffield Leader programme so that it is accessible for all leaders at all levels across the University, including contract research staff who have responsibility for supervising PhD or undergraduate students.	2	Sep 2012	HR	There has been an increase in uptake by ECRs, though only marginal. Several actions have been implemented to improve uptake.
Ensure that research staff in all faculties are offered appropriate induction.	2, 3 & 4	Dec 2012	Depts. / RPD	Following on from the consistent practices agreed during 2013, approaches to induction have now been further cemented in all faculties and improved centrally.

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Ensure all training for research staff is mapped to the Researcher Development Framework.	3 & 4	Dec 2012	RPD	All RPD development managers map their provision to the RDF.
Pilot provision of training on coaching skills so that managers of researchers can offer effective coaching to their staff	2, 3 & 4	Jun2013	HR	Most members of the RPD have completed training in coaching, to enable them to offer coaching to CRS in their areas. 2-day coaching skills course open for all staff via the SD Programme.
Produce a University-wide statement on the management of research staff which emphasises the responsibilities of PIs in relation to the development of research staff, including the fact that researchers should be enabled to access training opportunities.	3 & 4	Apr 2013	R&IS / DRDC Stg Grp	TUoS statement of expectations for world class research covers this. The statement was released in Feb 2013 http://www.sheffield.ac.uk/polopolyfs/1.233132!/file/Research_Staff_Leaflet_FinalVs.pdf
Encourage contract research staff in all faculties to devise a personal development plan and to maintain a log of personal and professional development.	5	Jul 2013	RPD	All staff have access to an e-portfolio to reflect on their learning and this is promoted on the research staff webpages and at induction. ECRs are also encouraged to create and update career plans as part of 1-1 discussions and at learning events. www.pebblepad.co.uk/sheffield



<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Ensure that induction for research staff includes information on the support and advice mechanisms available in relation to discrimination, bullying or harassment	6	Apr 2013	HR / RPD	All members of the RPD provide a standard set of information at induction along with faculty specific information. This is supported by a webpage that brings all the information together http://www.sheffield.ac.uk/ris/ecr/induction
Provide an overview of SRDS to all research staff at induction.	3 & 4	Apr 2013	RPD	All members of the RPD provide a standard set of information at induction along with faculty specific information. This is supported by a webpage that brings all the information together http://www.sheffield.ac.uk/ris/ecr/induction
Provide an overview of the e-portfolio software to researchers at induction.	3 & 4	Apr 2013	RPD	All members of the RPD provide a standard set of information at induction along with faculty specific information. This is supported by a webpage that brings all the information together http://www.sheffield.ac.uk/ris/ecr/induction

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Undertake an evaluation of research staff induction across all faculties, taking into account the findings from CROS 2013, and make recommendations for future provision.	3 & 4	Feb 2014	RPD	Completed early in May 2013. Review led to improved and consistent practices and the 'getting started' webpage http://www.sheffield.ac.uk/ris/ecr/induction
Continue to offer support to research staff on commercialisation of research through the Commercialisation of IP Team.	5	Ongoing	RPD / R&IS	Ongoing via direct support and information sessions / learning events e.g. BiotechnologyYes, Hot Topics sessions, support surgeries

Career Planning (Concordat principles 3, 4 and 5)

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Offer dedicated support in career planning to researchers in all faculties.	3 & 4	From Aug 2012	RPD	Two researcher Careers Advisers are in post & working centrally and in faculties. They have delivered over 800 1-1s in the last two years.
Investigate the feasibility of opportunities for placements with industry.	3 & 4	Jul 2013	RPD	A feasibility study was done by the careers service and results published in August 2013. A placements Officer has been recruited in December 2014 and will be exploring the university's options further in 2014-2015.



In the forthcoming statement on the management of research staff, outline the importance of PIs having career development discussions with their research staff.	5	Apr 2013	R&IS/DRD C Stdg Grp	TUoS statement of expectations for world class research covers this. The statement was released in Feb 2013 http://www.sheffield.ac.uk/polopolyfs/1.233132!/file/Research_Staff_Let_FinalVs.pdf
In the forthcoming statement on the management of research staff, state that PIs need to encourage and support research staff in developing the communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in whatever field they choose to enter.	3 & 4	Apr 2013	R&IS/DRD C Stdg Grp	TUoS statement of expectations for world class research covers this. The statement was released in Feb 2013 http://www.sheffield.ac.uk/polopolyfs/1.233132!/file/Research_Staff_Let_FinalVs.pdf
Provide all contract research staff and PGRs with access to mentors in the public, private and third not-for-profit sector (drawn from alumni) and to academic mentors within the University of Sheffield.	3 & 4	Jul 2014	RPD	ECR mentoring by academics is available in every faculty. Thesis mentoring has been piloted and a second cohort recruited. Among the mentors are those ECRs who have previously been mentees. Careers Beyond Academia mentoring via a designated portal has been scoped, recruited to and a portal built ready for pilot in 2014-2015.

Researcher Responsibilities (Concordat principle 5)

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Devise bespoke training on research ethics and integrity for contract research staff.	5	Jun 2013	R&IS	Completed & format reviewed. Needs to be improved as uptake was low.
Deliver training on research ethics and integrity to all contract research staff.	5	Jun 2014	R&IS	A pilot course on research ethics and integrity for ECRs was delivered. Uptake was low but those that attended gave very positive feedback. A review is underway and a course of this focus will be run again in 2014-2105, though with a different format.
Update the University's 'procedure for investigating allegations of research misconduct', taking on board good practices (e.g. UKRIO's publication 'procedure for the investigation of misconduct in research').	5	Apr 2013	HR	Completed. http://www.sheffield.ac.uk/hr/guidance/academicstaff/researchmisconduct
Deliver UREC annual programme of research integrity workshops.	5	Ongoing	UREC	The UREC annual programme of research integrity workshops for PGRs was successfully delivered again in 2013-2014, reaching around 1000 students per year across the faculties

Management Responsibilities (Concordat principles 3 and 4)

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
In the forthcoming statement on the management of research staff, outline the responsibilities of PIs and departments in ensuring that research staff are integrated effectively.	3 & 4	Apr 2013	R&IS / DRDC Stg Grp	TUoS statement of expectations for world class research covers this. The statement was released in Feb 2013 http://www.sheffield.ac.uk/polopolyfs/1.233132!/file/Research_Staff_Leaflet_FinalVs.pdf
In the forthcoming statement on the management of research staff, include information on how SRDS should be used by reviewers to discuss the development needs of research staff and identify appropriate training and development options.	3 & 4	Apr 2013	R&IS / DRDC Stg Grp	TUoS statement of expectations for world class research covers this. The statement was released in Feb 2013 http://www.sheffield.ac.uk/polopolyfs/1.233132!/file/Research_Staff_Leaflet_FinalVs.pdf
Update SRDS guidelines to include a statement about the need for all managers to be reviewed against their performance in the role of manager, in addition to their functional role.	3 & 4	Sep 2012	HR	Completed. There is a challenge in how to establish relevant methods for checking quality of SRDS across the University.

Equality and Diversity (Concordat principle 6)

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
Retain institutional Athena SWAN Charter award.	6	Dec 2012	HR	The University has successfully retained the Bronze award.



Continue to work with female academic staff groups and faculties to monitor and develop actions around gender.	6	Ongoing	HR	Most faculties have now set up their own equality and diversity groups, embedding this work into the faculties. This has arisen out of the preparations for departmental submissions for Athena Swan.
Add link to the University's equal opportunities action and implementation plans on the HR web pages	6	Oct 2012	HR	Completed http://www.sheffield.ac.uk/hr/equality
Consider the specific situation of research staff in the current review of support for women on maternity leave as part of the 'Children and Academia' event in May 2012.	6	May 2012	HR	This work was extended to include: ~ Embedding the 'Children and Academia' work into the ongoing 'Parents in Academia' network, which is an expansion of the researcher initiatives previously held in MDH. ~ A wide-ranging maternity project that has included clarification of WARP eligibility for researchers (plus an extension of this eligibility) and clearer guidance for researchers on funding available to them throughout the maternity period.

<p>Review the current practices around disability and the training available to contract research staff to ensure that they are fully accessible to disabled staff.</p>	6	Dec 2013	HR	<p>Equality objectives were developed and endorsed by UEB in 2012. Work towards these objectives is wide-ranging and ambitious. Rather than simply adding links between plans, the University web pages have been re-written and the action and implementation plans replaced with these objectives. Full details can be found at: http://www.shef.ac.uk/hr/equality/focus/equalityobjectives</p>
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Monitoring (Concordat principles 2 and 7)

<u>Action required</u>	<u>Concordat Principles</u>	<u>Deadline</u>	<u>Who</u>	<u>Progress review</u>
<p>Continue to monitor the number of contract researchers participating in SRDS and undertake further investigation of departments where numbers of contract research staff participating in SRDS is lower than average.</p>	2	Ongoing	HR	Ongoing – added to 2014-2016 plan
<p>Continue to monitor staff on fixed-term contracts as part of the University's ongoing scrutiny of redeployment and redundancy options offered to contract researchers.</p>	2	Ongoing	HR	Ongoing – added to 2014-2016 plan
<p>Complete review of University redeployment processes.</p>	2	Jan 2013	HR	<p>Completed. See http://www.shef.ac.uk/hr/guidance/change/toolkit</p>
<p>Oversee enhancements to the University's provision for contract research staff and evaluate the effectiveness of activities.</p>	7	Ongoing	DRDC Stdg Grp	Ongoing – added to 2014-2016 plan



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Summary of the Principles of the Concordat

- 1 Recruitment and selection
- 2 Recognition and value
- 3 & 4 Support and career development
- 5 Researchers' Responsibilities
- 6 Diversity and equality
- 7 Implementation and review

Glossary of terms and abbreviations used in the action plan

CROS	Careers in Research Online Survey
CRS	Research Staff
DRDC Stg Grp	DRDC Standing Group (http://www.sheffield.ac.uk/ris/other/committees/drdcstandinggroup)
ECRs	Early Career Researchers
HR	Human Resources
MDH	Medicine, Dentistry & Health (faculty of)
PGR	Postgraduate Research Student
PI	Principal Investigator
RDF	Researcher Development Framework (http://www.vitae.ac.uk/researchers/428241/Researcher-Development-Framework.html)
R&IS	Research & Innovation Services
RPD	Researcher Professional Development Team – university-wide based team of researcher developers
SD	Staff Development
SRDS	Staff Development & Review Scheme
TUoS	The University of Sheffield
UEB	University Executive Board
UKRIO	UK Research Integrity Office (http://www.ukrio.org/)
UREC	University Research Ethics Committee (http://www.shef.ac.uk/ris/other/committees/ethicscommittee) The Committee whose purpose is to promote awareness and understanding of research ethical issues throughout the University, to advise on any ethical matters in research that are referred to it from within the University and to keep abreast of the external research ethics environment and ensure that the University responds to all external requirements.