

HR Excellence in Research: Six Year Internal Review

Updated Action Plan - January 2018

Key

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

Action Completed

Action Ongoing

Action to Complete

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	Comments	Success Measure
Continue to monitor satisfaction (>90% satisfaction on Q19 in CROS2017) Retain target for CROS2019	1.1 1.2	CIG																Completed and Ongoing: Target met in CROS 2017 and will be used again in CROS 2019	90% Satisfaction exceeded 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 onwards. All staff involved in recruitment panels to receive training, with specific training for those Chairing panels. This has been made compulsory from 2015-16.	1.1 6.7 1.4	HR																Completed: 695 staff have undergone panel member training and 274 staff have undergone chair's briefing. Training is now mandatory before sitting on any recruitment panel.	All Recruiting Staff Trained
In 2016/17 we will introduce a new Appointments Policy that ensures all appointments, including internal leadership and development opportunities, are openly advertised. Academic Recruitment Working Group reporting Q2 2016.	1.2	HR																Completed: Working Group reported to University Executive Committee, Policy was Approved by Senate and Implemented in 2017-18	New Appointments Policy Adopted
A review of the Fixed Term Contract Policy is planned, involving research staff on fixed term contracts and campus trade unions.	1.3 2.2	HR																Completed: Reviewed process and developed letters to streamline process	New Fixed Term Process Adopted
Compliance can be monitored via our new HR/Payroll system, PEOPLE+, will enable us to check that panel members have completed appropriate training and development.	1.4	HR																Ongoing: Moving to Oracle from PeoplePlus System, Action Deferred until new system in place	
Review effectiveness of new promotion procedures for CRs.	1.5	HR																Ongoing: Implemented new promotion process in 2017; review will take place in Q2 2018	
Review HERA process (including the assessment of research roles) to ensure it is fit for purpose	1.5 2.5	HR																Ongoing: Implemented new departmental progression committees in 2017; review will take place in Q2 2018	
Review take-up of online training course on Research Leadership	2.1	CAROD																Ongoing: Limited take-up to date. Research Staff Association to assess quality of material. Sam Nolan to arrange focus group. New internal marketing campaign for this material in Q1 2018	
Target in CROS2017 on Q23.12 to increase to >50% those undertaking research skills and techniques development (from 30% in CROS2015) 2017.	2.1																	Target Re-evaluated: Although attendance showed an increase to 34% taken, an additional 40% of CROS respondents indicated they would like to take. Not a very useful target. See new action below.	
Ensure that all research staff are aware of the opportunity to join the Senior Common Room (SCR) or Middle Common Room (MCR) of Durham's Colleges.	2.1	CIG																Ongoing: Pending appointment of new Deputy Head of Colleges (Research and Scholarship)	
Agree ADR process in relation to research staff. Update information and guidance for reviewers and reviewees.	2.3	HR																Completed: New ADR Process adopted in 2017	New Annual Development Review (ADR) Process Adopted
Implement new ADR process for research staff.	2.3, 3.9 4.1, 5.4	HR All Departments																Completed and Ongoing: CAROD to review in Q2 2018.	New Annual Development Review (ADR) Process Adopted
Monitor satisfaction with new ADR process in CROS 2017: increase in 'very useful + useful' from 51% to >70%. New target in CROS2019: >80%	2.3 4.1	CIG, HR																Completed: Achieved 71% in CROS2017, will monitor again for CROS 2019	New ADR found useful to staff as evidenced in CROS Survey
Review "Durham-specific Guidance for Heads of Department and Directors of Research in Relation to Research Grants" to be updated, in line with revision of University policies and procedures	2.3 2.4	RO																Completed: Superseded by review and simplification of research policies	
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	Comments	
Appointment Procedures to be reviewed and updated to: • recommend panel members for senior academic and leadership positions 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 'Job-Share' basis • include strapline encouraging applications from under-represented groups. • use of e-recruitment system for all roles, including internal leadership/development roles	2.6 6.2	HR																Ongoing: Dean to cascade Job Share idea to academics via Research Staff Coordinator's in Q1 2018	
Benchmark career development provision against Vitae guidance	3.1	CIG, CEEC																Ongoing: CEEC circulated document to Dean, currently under review	
We will review our approach to exit questionnaires in 2015-16 to improve take up and quality of data provided.	3.1 6.3	HR																Completed and Ongoing: Online questionnaire launched Q3 2017 as part of leavers' form. Review Q1 2018.	
Review destination data from People+ and use it to inform career guidance to contract researchers.	3.2	CEEC																Completed: Not built into People+; now part of a new online leavers' form	Form Now Available
Explore the use of social networking sites, such as LinkedIn, to maintain contact with postdocs and follow their subsequent careers	3.2	CAROD, CEEC																Completed: Working with Research Staff Association. Linked-in group set up	Group Formed
Dedicated workshop(s) supporting researchers making the transition out of academia. Establishment of peer support group for researchers.	3.2	CEEC, CAROD																Ongoing: Workshops taking place. Looking for enhanced Research Staff Association involvement	
Target for CROS2017: increase in career management training from 10% (CROS2015) to 20% (Q23.1)	3.2																	Halted: See new action below	
Develop the 'researchers' section of the HR website to provide an overview of training available with links to pages with further details and the online training booking system.	3.3	CAROD																Ongoing: Research Staff Association testing webpage	
Monitor awareness of training courses: 'not aware of training from CAROD' reduced from 29% to <10% and 'not aware of training by CAP' reduced from 62% to <30% in CROS2017. Carry forward targets to CROS2019	3.3																	Ongoing: 17% not aware of CAROD and 44% not aware of CAP. Role of CAP currently under review. Retain target for CAROD/D-CAD in CROS2019	
Increase participation in CAROD training courses from 35% to 50% in CROS2017. Increase to > 60% in CROS2019	3.3																	Completed: Increase to 60% for CROS2019	>50% of CROS participants engaged in training courses
Working lunch: alumni stories. Series of sessions featuring Durham alumni who will share their professional journey outside of academia.	3.4	CEEC, CAROD																Completed: Implemented	Working Lunch Series Implemented

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 contracts of 2 years or longer	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 Target	
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