

HR Excellence in Research: Eight Year External Review

Updated and completed Action Plan - March 2020

Key

**G** Action Completed    **A** Action Ongoing    **R** Action to Complete

HR: Human Resources, CIG: Concordat Implementation Group, DCAD: Durham Centre for Academic Development, RO: Research and Innovation Services, CEEC: Careers, Employability & Enterprise Centre, CR: Contracted Researchers, ECR: Early Career Researchers, SB: Stefan Przyborski, SN: Sam Nolan, DH: David Henderson, LW: Lucy Woods

ACTION	Success Measure	CLAUSE NO.	LEAD DEPT, INDIVIDUAL	External Event								Research Staff Conf		CROS 2019		Research Staff Conf		Comments
				Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020				
Continue to monitor satisfaction with Recruitment (>90% satisfaction on Q19 in CROS2017)	90% Satisfaction exceeded in CROS 2017	1.1	1.2	CIG, SB	G								R					Completed: Target met in CROS 2017 and question removed from CROS 2019
Compliance can be monitored via the new HR/Payroll system, PEOPLE+, will enable us to check that panel members have completed appropriate training and development.	100% of Panel Members Trained	1.4		HR, LW												G	G	Completed: On-going routine processes embedded - system changed to Oracle from PeoplePlus.
Review effectiveness of new promotion procedures for CRs.	Increased visibility for CR promotion, 25% increase in CRs seeking promotion	1.5		HR, LW									R			G	G	Completed: Implemented new promotion process in 2017. 2017-18 22 Contract Researchers (G+ FT or PermTimeLimited) submitted CVs 18-White, 4-BAME 3-White Promoted 2018-19 75 Contract Researchers submitted CVs 66-White, 7-BAME, 2-Not Known 8-White Promoted 2019-2020 56 Contract Researchers submitted CVs 44 White, 10 BAME, 2 Not Known Promotions not known yet
Review HERA process (including the assessment of research roles) ensure it is fit for purpose.	Increased visibility for CR promotion, 25% increase in CRs seeking promotion	1.5	2.5	HR, LW									R			G		Completed: Implemented new departmental progression committees in 2017- see 3
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.	Increased visibility of MCR/SCR Membership, 20% uptake in CRs joining MCR/SCRs	2.1		CIG, SB	A	A	A	A	A	A						G		Completed: Colleges promoted via induction
Monitor satisfaction with new ADR process in CROS 2017: increase in 'very useful + useful' from 51% to >70%. New target in CROS2019: >80%	Achieve >80% Satisfaction with ADR process in CROS 2019	2.3	4.1	CIG, HR, SB/LW	G												A	Ongoing: Achieved 71% in CROS2017. New process introduced for all staff in 2018. Achieved 61% satisfaction in CROS2019. Target >80% CEDARS 2022
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 stipulate encouraging applications from under-represented groups. + use of e-recruitment system for all roles, including internal leadership/development roles	Updated Guidance Produced, 20% increase in Minority Groups applying for Positions	2.6	6.2	HR, LW			A	A	A								G	Completed: Routine processes embedded. 2017/18 - BAME 54% 2018/19 61%
Benchmark career development provision against Vitae guidance	Target for CROS 2019: "You use the Vitae Researcher Development Framework to support your continuing professional development activity" Agree up to 30% (from 5%)	3.1		CIG, CEEC, SB/DH				A	A								A	Ongoing: Target not achieved - CROS19 increase to 9% agree
Dedicated workshop(s) supporting researchers making the transition out of academia. Establishment of peer support group for researchers.	Workshops Take Place, Attendance Monitored and Target set of 80 attendees/yr	3.2		CEEC, DCAD, DH/SN			G										A	Completed: Workshops taking place. 216 attendees from Feb 19 - 20. Looking for enhanced Research Staff Association involvement
Target for CROS2017: increase in career management training from 10% (CROS2015) to 20% (Q23.1)	See new actions	3.2		CEEC, DCAD, DH/SN													R	Halted: See new action below
Monitor awareness of training courses: 'not aware of training from CAHO' reduced from 29% to <10% and 'not aware of training by CAP' reduced from 62% to <30% in CROS2017. Carry forward targets to CROS2019	% awareness of training improves in line with targets	3.3		DCAD, SN			A										A	Ongoing: CROS 2019: 23.3% not aware of DCAD. 40.3% not aware of PGCLTHE
The revised ADR process will encourage reviewers to discuss promotion and career progression with CRs.	Greater engagement with ADR measured via CROS19 (see previous target - see 12)	3.5		HR, LW			G										G	Completed: ongoing processes embedded
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	80% of CRs undertake institutional and departmental induction	3.6		CIG, SB			A										A	Ongoing: CROS2019 68% attendance institutional 51% departmental
Review "local" induction provision across the University. Produce a "good practice guide" for local induction for departments to use. The induction of researchers is included in this project.	Downloads of CR Induction Guide monitored to be > 100/yr	3.6		DCAD, SN													A	Ongoing: attending faculty away days, best practice guides being developed
Evaluate mentoring schemes across the University to assess their effectiveness and to assess take up of these schemes by CRs.	Reduce those in CROS19 for whom mentoring was "not undertaken but I would like to" by 20% (currently 33% in this category)	3.7	4.5	DCAD, SN													R	Ongoing: university wide mentoring scheme in place but CROS2019 "not undertaken but would like to" - 47%
Develop guidance for research staff representation on Departmental committees	Reduce the statement the fraction of responses to CROS which state that Durham doesn't provide opportunities to "participate in decision-making processes" from 24.3% to 10% by CROS19	4.4		CIG, SB													R	Ongoing: CROS2019 "not participating in decision making" - 24%. Identify best practice and disseminate
Review the training and development HR webpages to ensure that the full range of training opportunities is explained and links to these opportunities are available in one place.	Increase agreement with statement that Durham provides "Access to training and development opportunities" from 84% to 90% in CROS19	5.5		DCAD, SN			G										A	Ongoing: CROS 2019 "access to training" 80%
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.	See previous success measure - linked	5.6		HR, LW													G	Completed: system replaced by oracle and training booking system expected to be available in 2020
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 approach has been piloted by some departments with positive results.	Decrease disagreement that Durham is committed to EDI from 17% (CROS17) to > 10% (CROS19)	6.9		Associate Provost			A										A	Ongoing: CROS 2019 - 16% disagree. The university's Bullying and Harassment contact network has been expanded and is now supported by an online Report and Support tool which enables anonymous reporting. Departmental EDI contacts are co-ordinated by Faculty EDI representatives who provide a consistent approach to the adoption of good practice across the university.
For each faculty to have a majority of academic departments having applied for Athena SWAN accreditation by 2018.	> 70% of departments applications submitted and successful	6.10		PVC A&H, PVC S&H, HR/LW						G							G	Completed: 18 out of 24 successfully applied for Athena Swan
Annual meetings with research staff.	Meetings undertaken and actions followed through - many actions plan are a direct result of this consultation	7.2		CIG, HR, SB/LW	G												G	Completed: Regular events. Positive feedback
Explore support for childcare for research staff working off site	Report produced, Opening Hours of Nursery Extended	6.8		HR, LW													G	Completed
Review progression onto non-fixed term contracts and associated funding issues	Review undertaken, Report annually % of Staff moving from fixed term to non fixed term contract	2.6		HR, Associate Provost, LW/EF													R	New Target
Review EDI actions as they relate to Contract Researchers	Decrease disagreement that Durham is committed to EDI from 17% (CROS17) to < 10% (CROS19)	6.1		Associate Provost, EF													R	New Target - see 23

note: actions identified as 'ongoing' are highlighted in 'Durham HR ER gapanalysis2018to20' and incorporated into the 2020-22 action plan

have met our target since we have found that the data necessary is not routinely collected.

We are working with the RSA to explore why we did not reach our target. We have included elements in our new action plan to target this objective.

We think this was not achieved since research staff were unaware of the Vitae Researcher Development Framework. We are working with the RSA to raise awareness.

We have developed new tools and activities to communicate opportunities to research staff and included these in our new action plan.

We think we have failed to meet this target because induction events and meetings are not clearly signposted at induction. We have spent time reviewing signposting and content of induction events and continue to evolve them in the new plan.

We think we have not met this target because research staff are unaware of how to get involved. We are communicating this more and proactively raising awareness of opportunities.

In January of each year HR undertake a review to look at Research staff on a fixed term contract with 4 years or more continuous service to determine if they need to receive access onto a non

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	Increase Awareness of Concordat for Research Integrity from 5% to 45% in CRO519	5.1	DCAD, SN									A	On going, CROS 2019 - 35% aware of RI concordat
Assist Research Staff Coordinators to develop new department-specific induction materials; monitor provision in 2018-19	Decrease departmentals not offering induction as measured in CRO5 19 from 40% to <30%	3.6	DCAD, SN									A	On going, CROS 2019 - 47% departmental induction not offered
Ensure that training programmes are aligned with expressed needs of research staff. Target for CRO52019 on all training and development questions is to have (undertaken/undertaken + would like to take) to be > 1/3	In CROS 2019 fraction (undertaken training/undertaken+would like to take)	3.3	DCAD, SN									G	Completed, CROS 2019 - all >33%