**HR Excellence in Research: Action Plan 2017-19**

This document provides an update on our 2015-17 action plan, as well as new and on-going actions for 2017-19.

The University of Stirling received the HR Excellence in Research Award in 2011, and successfully retained it in 2013 and 2015.

This document and the associated report form the basis of the six-year review process which reviews our progress over the past two years and sets out our plans to further support the principles of the Concordat to Support the Career Development of Researchers. We see these documents, and the HR Excellence in Research Award, as being key in the support and development of our Research Environment more widely.

Retention of the HR Excellence Award is part of the University’s Research Strategy 2016-21.

All relevant documents, including the Concordat to Support the Career Development of Researchers, are available at

[HR Excellence in Research Award](https://www.stir.ac.uk/research/researcher-community/researcherdevelopment/hrexcellenceinresearchaward/)

A glossary of terms and abbreviations is provided at the end of the document.

For further information please contact Dr Katharine Reibig [k.m.reibig@stir.ac.uk](mailto:k.m.reibig@stir.ac.uk)

**Principle 1: Recruitment and Selection**

*Recognition of the importance of recruiting, selection and retaining researchers with the highest potential to achieve excellence in research.*

**Continuing actions from 2015-17 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 1 | Future recruitment has been secured in the University’s  Research Investment Fund and it is set out the in the  University’s Research Strategy 2015-21 that the Impact Fellowships will have an annual recruitment round.    **Revised action: t**he Impact Fellowships programme has been revised and updated to create a better fit with our institutional strategic priorities, and to reflect the creation of our new research themes. 2017 is the institution’s 50th anniversary, and so in 2017 we will badge these fellowships as Anniversary Fellowships. In future rounds of recruitment, this branding will be refreshed. To date, 27 fellows have been recruited over three rounds of the Impact Fellowships.  The University will be recruiting to the Anniversary Fellowships during 2017. There will be 4- 6 fellowships available, all of an interdisciplinary nature. | Continuing in new format | DP Research,  Deputy Head of  RIS | 4-6 Anniversary Fellows recruited and in post by Spring 2018. | Adverts to go out by September 2017. |
| 2 | The University has committed to support PhD studentships as part of the 2015-21 Research Strategy, with a stated aim of increasing the number of University-funded research postgraduates via the Impact Studentships programme.  **Revised action:** the Impact studentship programme has been revised, and will be reformatted for the 2017-18 AY. The funding available will be more flexible and give greater scope to academic units. Funding may be utilised to provide match-funded scholarships, partnership scholarships, or fully funded scholarships. | Continuing in new format | Head of SGS, DP Research | We have supported a total of  145 PGR students via the Impact  Studentship scheme since 2014-  15. | On-going. |

**Principle 1: Recruitment and Selection**

*Recognition of the importance of recruiting, selection and retaining researchers with the highest potential to achieve excellence in research.*

**New Actions 2017-19 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 3 | Creation of a centralised Recruitment and Resourcing Team within HR Services.    This team will manage the centralising of recruitment and resourcing activity back into HR services along with reviewing processes ensuring consistency across the institution. | New action | Head of HR  Services | Team in post and reviews in process. All relevant web resources/processed to be reviewed and updated. | Full team, including Head of Team, in post by March 2018. |
| 4 | Revision of web resources relating to recruitment. The current pages [http://www.stir.ac.uk/hr-od/recruitment/ )](http://www.stir.ac.uk/hr-od/recruitment/) are in the process of being revised to assist applicants and potential applicants in understanding the recruitment process.  There are also web resources regarding ‘Working at Stirling’ <http://www.stir.ac.uk/hr-od/workingatstirling/>which have been created. This work on improved web resources will be continued by the new HR Recruitment and Resourcing Team. | New action | Head of HR  Services/HR  Recruitment &  Resourcing | Web resources in place and hit rates monitored.  Gather feedback via CROS and PIRLS on effectiveness of web resources. | Revision of recruitment resources and working at Stirling resources to be completed by  September 2018. |
| 5 | We are optimising our jobs pages via Talentlink (erecruitment software) to enable applicants to apply for posts at the University via a mobile device. This will ensure an enhanced applicant experience as this will be more user friendly and increased UoS branding. | New action | HR Systems Manager | Enhanced candidate experience with greater accessibility and increased employer branding. | Full review and implementation by end  September 2017. |

**Principle 2: Recognition and Value**

*Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.*

**Continuing actions from 2015-17 Plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 6 | Increase engagement with the Researchers’ Forum    **Update**: Attendance over 2015-17 and 2016-17 was 41 in total.    We have had sessions focussing on gender issues (led by our Dean for E&D), a session on Stirling’s research strengths (led by our DP Research), our Dean of RI led a session around research impact. We have also had sessions on Open Access and our Dean RE gave a session entitled ‘Thinking strategically and persuasively’. These have all taken place since the 2015-17 action plan was created.    RF continues as part of the wider RDP, with a focus at each session on a particular topic. The next scheduled RF event will focus on REF, and the results of the Stern Review.    We will create more structure around the Researchers Forum and give research staff the opportunity to lead on the content and future development of the RF, with supporting administration in place. This will be led by the REWG initially. | Continuing as part of regular business | RDPO, REWG | Increased attendance figures at RF events, by 50% during 201718.  REWG to create plan to refresh the RF, following the World Café events (see action 33). | Next RF to take place on 31.10.17.    Revised RF to be operational by Spring 2019. |
| 7 | Creation of a Promotions Programme    A series of AAPC briefing sessions is run annually from Nov to early Jan.  These are open to the academic community with additional sessions that are women-focused (as per our Athena SWAN action plan).  During 2016/2017 we complemented this provision with a session titled Taking Control of your Career. This has been highly successful with 100% feedback. We provide open for all staff sessions as well as women-focused sessions | Now part of regular business | HR OD | To date, over 5 sessions, there have been 57 attendees at the Promotions programme.  There have been 27 participants (over 3 sessions) at the ‘Taking control of your career session.    We aim to receive continued positive feedback from sessions provided, and to increase attendance figures to 15 per session. | Next set of events to run from Nov 2017-Jan 2018. |

**Principle 2: Recognition and Value**

*Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.*

**New actions 2017-19 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 8 | Routine review of promotions data to ensure continuing positive progress and maintenance of equal success in promotions.  *This is also part of our institutional Athena SWAN action plan.* | New | HR, Faculty  Deans, Policy &  Planning | By 2019 to have an improved gender balance of successful applicants for promotion. | Data collected to inform promotions rounds in 2018 & 2019. |
| 9 | Review sector-wide trends on fixed term contract use to provide benchmarking statistics and to ensure Stirling is learning from best practice in this area.  *This is also part of our institutional Athena SWAN action plan.* | New | HR, Faculty Deans, Faculty managers | By August 2019 to have an improved gender balance of research staff on fixed term contracts. | by November 2017 to report the comparative analysis between Stirling and the rest of the sector in relation to fixed term contracts to the IASG and ES.G |
| 10 | Current levels of mentoring provision will be extending in line with recent evaluations. All faculties will have mentoring opportunities available to staff in addition to the mentoring available through the University scheme and Aurora.  *This is also part of the institutional Athena SWAN action plan.* | New | HR OD | A range of options available to staff across the institution, for supportive and constructive mentoring. | Spring 2018. |
| 11 | The PGR Zone, a suite of rooms dedicated to our PGR students, has been established in the heart of the University library. This space has been allocated to PGRs, in part in response to student feedback gathered through PRES, to improve community identity and provide opportunities for PGR students from different disciplines to engage with each other and with the skills and training agenda. | New | Head of SGS | At least 50 skills/training events for PGRs to take place during 2017-18.    The facilitation of new peer-led events in the PGR Zone, and the  establishment of a PG Society | Review progress  March 2018 and  September 2018. |

**Principles 3 & 4: Support & Career Development**

*Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment. The importance of researchers’ personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.*

**Continuing actions from 2015-17 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 12 | Development of Research Compass in ongoing. Feedback suggests that the 63 RDF descriptors are not being fully engaged with, and SGS will be working with colleagues in faculties (PGR directors) to further consider and enhance the mechanisms to enable students to manage their skills analysis. Future ambition is to improve the support and training provided with respect to the skills analysis and the RDF and highlight the importance of career planning, both to research students and supervisory teams.  Ambitious futures project – to understand the training needs of PGRs and to identify gaps in provision. Will include review of TNA process, catalogue of internally and externally available training, development of web interface and comms strategy to inform PGRs and staff about opportunities available. | Continuing from 2015-17 plan | Stirling Graduate School | Project will commence in  Summer 2017 supported by the [Ambitious Futures](https://www.ambitiousfutures.co.uk/) graduate trainee. Report produced and recommendations made. | January 2018. |
| 13 | Provision of skills analysis system for research staff. This will require consultation with research staff to assess their needs and requirements. Existing university systems will be considered as a potential means of providing skills analysis. | Continuing from 2015-17 plan | RDPO | Pilot of the Vitae RDF Planner running currently (July 2017). Feedback will be gathered to assess usefulness of Planner. There are 30 people enrolled on the Planner pilot. | Feedback gathered and decision taken regarding value of Planner tool by  December 2017. |
| 14 | RIS and SGS are working to ensure the effectiveness of Supervisor Training. RIS and SGS jointly purchased the Epigeum module in 2014-15 and will run a series of face-toface sessions to accompany it in 2015-16 and beyond. In relation to this, we will explore how staff can get experience of student supervision in advance of being a lead PhD supervisor.  **Update**: Epigeum launched, and face-to-face sessions running alongside. The first set of sessions ran from  October to March 2017 | Continuing from 2015-17 plan, as part of regular business | SGS/RDPO | We are currently reviewing feedback and assessing the impact of first cycle, and planning the next tranche of sessions for AY 2017-18**.**  62 members of staff participated in the face-to-face sessions, and 45 on the online provision. We aim to have an increase of at least 10% in both these figures. | Sessions publicised by  October 2017. |
| 15 | Stirling Crucible – this was first run in 2014-15 (with 17 participants), and will be repeated, as per the University’s Research Strategy, in 2016.    **Update**: Stirling Crucible ran in 2016-17 with 19 participants.    An additional event was held in 2017 to announce the winners of the associated project funding and to update on previous (2014 cohort) projects.    A number of informal events have been held to allow the cohorts to meet up. | Continuing from 2015-17 plan, as part of regular business | RDPO | Discussions are underway to involve the previous cohorts in the design and operation of the next Stirling Crucible.  Participation in Stirling Crucible to be actively promoted to Arts & Humanities, with an aim to see an increase in participation from that Facultyfrom 2 (in first cohort) to 4 or more in the next cohort. | Planning team created by October 2017  Stirling Crucible to run in Spring/Summer 2018. |
| 16 | Apply for HEA accreditation for the PgCert Learning and Teaching in Higher Education (PGCLTHE). The PGCLTHE will form the credit-bearing pathway for recognition with the HEA (AFHEA and FHEA), within the Stirling Framework Evidencing Learning and Teaching Enhancement (SFELTE).  An application to the HEA for accreditation of this  Continuing Professional Development (CPD) Framework has been made (May 2015). In addition to a planned increase in the availability of CPD in learning and teaching within the CPD framework, there will also be an Experience Pathway, for seeking recognition with the HEA (AFHEA, FHEA, SFHEA).    **Update**: Accredited PGCLTHE up and running since Autumn 2015 with successful accreditation of 24 Associate Fellows and 12 Fellows. | Continuing from 2015-17 plan, as part of regular business | HR AD | SFELTE framework piloted  Spring 2016 and we now have  70 enrolled in SFELTE programme aiming to submit one of three fellowship categories before Spring 2018. As of February 2017, we had 12 successful applications. | Submission made by Spring 2018. |
| 17 | Monitoring of Achieving Success using ‘Performance for All’ software. It is very robust in approach and a cost-benefit analysis as well as cultural fit review for this tool would need to be undertaken. This would require a communication and implementation plan to be in place in advance of the effective use of ‘Performance for All’. In the interim, our support for Achieving Success has been enhanced (see p8 above).    **Update**: Performance for All was assessed by USPG and SMT, and found to not meet our institutional requirements. A new university strategy ‘People Strategy’ is being created and this will incorporate Performance Management as a specific theme. | Reprioritised from 2015-17 plan. | HR OD | HR OD will lead on a review and refresh of the Achieving Success process, with the aim of focusing more on ongoing performance conversations over form/data entry completion. | A review will be conducted over Autumn 2017, with  recommendations for December 2017. |
| 18 | Explore the possibility of introducing probation for researchonly staff in line with current academic probation arrangements. At present, research-only staff have performance discussions with the Line Manager via the AS process. Whilst this process focusses on development, the University is keen to bolster the support mechanisms available to ensure newly appointed researchers understand at an early stage their key deliverables and objectives and have a formal means to discuss progress, issues and matters of support and/or development needs during their first few months. This action would involve a scoping exercise, following which a report would be presented to URC, with any recommendations being formally signed-off by the USPG. | Reprioritised | HR | This action will be considered as part of our 2017-19 action plan going forward. The aim is to ensure that all staff receive appropriate support and guidance. The Chair of the REWG will be actively involved in discussions**.** | Discussion to be held with new  Head of  Recruitment once in post (Winter 2018). |
| 19 | Raising awareness amongst PGR of available online personality assessments, consider appropriateness of Confidence Building course (Lift Off) to run for PGRs and research staff in a modified form.    **Update**: The CES provide a wide range of services open to PGR and research/academic staff.  [Interview Stream a](http://www.stir.ac.uk/careers/students/applying/interviews/interviews/)llows for self-directed online video mock interviews/viva    (new package, data on usage to be collected)   * [Going Global h](http://www.stir.ac.uk/careers/students/jobsearch/work_abroad/)as information about 40 different countries (plus 30 global cities and 47 US cities) and includes job search tools, industry information, employment trends, visa and work permit regulations, salary data and cost of living, CV guidelines and cultural advice for interviewing.   (not possible to get data on usage by user-type currently)  [Profiling for Success i](http://www.stir.ac.uk/careers/students/your_degree_what_next/know_yourself/pers_profile/)ncludes self-guided personality tests providing automated feedback to provide food for thought in terms of career plans and insight into how your particular personality type operates in the world of work.    (not possible to get data on usage by user-type currently)   * [Target Connect i](http://www.stir.ac.uk/careers/students/jobsearch/jobshop/)s an online career management platform, which allows all University of Stirling students and graduates to easily find out about the services which CES offer.   Launched in April 2017. To date, 158 researchers & PGRs are registered.  The researcher section of the CES website has had (since Sept 2016) a total of 584 views. | Continuing from 2015-17 plan, as part of regular business | CES, SGS, RDPO | CES, SGS and the RDPO will work collaboratively to effectively promote these services, and to increase awareness and uptake. | Ongoing. |

**Principles 3 & 4: Support & Career Development**

*Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment. The importance of researchers’ personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.*

**New actions 2017-19 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 20 | Creation of resource for new PIs.  We intend to create a new session to support PIs/research leaders in the institution. This would take the form of faceto-face training, to cover a range of relevant topics  (finances, recruitment, governance) as well as having some ‘case study’ sessions with current PIs to allow for discussion on a wider range of issues. | New | Chair of REWG | Positive feedback following the event, and registrations for future events. | first event to take place in Summer 2018. |
| 21 | Effective promotion of current staff development opportunities/training.    The institution has a wide range of courses and development opportunities open to members of research/academic staff. Comments gathered during during our internal review, and CROs and PIRLS, reveal that not all colleagues are aware of all of these.  Staff responsible for the provision of development opportunities to meet to create an effective promotion plan, and to also improve communication with Faculties. | New | RDPO, HR AD, HR OD, CES | CROS results (2019) show increased levels of awareness of training opportunities (from 76% to 85% or more), and increased uptake of available training from 147 individuals in 2015-16, to 200. | first meeting to be held by  January 2018. |
| 22 | Investigate how secondments have been/are used across the institution, and how this may support career progression and development of leadership skills.    *This is also part of our institutional Athena SWAN action plan.*    Run and evaluate pilot secondment scheme (aiming for 10 secondments for female academics on grades 7-9).  Dissemination of impact | New | Institutional  Athena SWAN Group (working group to be created) | Pilot scheme runs and rolled out more widely. | Pilot secondment scheme to be created by December 2017, event to profile the scheme to happen in March 2018. |
| 23 | Enhanced support for career transitions including postgraduate to postdoctoral, and postdoctoral to substantive academic posts.    *This is also part of our institutional Athena SWAN action plan.*    Annual event to be held, led by Dean E&D, to discuss the issue of support for career transition for ECR.  Communication with staff on fixed term contracts to be improved, and a dedicated mainlining list created. | New | RIS, SGS, Dean  E&D, HR OD,  Faculty Research  PG directors | ‘Women in the Academy: focus on ECR’ to be run and positive feedback gathered from participants. CROS results (2019) to show that ECRs feel well supported at career transition points. | Programme to be run during 2018, and evaluated in Autumn 2018. Mailing list to be created by September 2017. |
| 24 | To investigate the use of online resources to support research staff in a more accessible manner. Resources on the topics of grant writing and academic writing would be of particular interest. We have already organised access to online resources on Research ethics/integrity. | New | RDPO, Chair  REWG | Resources available, and usage to be monitored. | by September 2019 to have identified appropriate resources and made them available to research staff |
| 25 | Provision of support regarding alternative careers.  A high proportion of PGR and ECRs will not remain in academia. We will investigate how best to enable PGRs and researchers to consider careers outwith academia, in a positive manner. This might include training sessions, secondment opportunities and case study sessions. | New | RDPO, SGSPO, HR OD, CES | A plan created jointly by SGS, RIS and HR OD which provides opportunities for PGRs and researchers to consider alternative careers, and to receive appropriate support to this end. | By Spring 2019 to have provision available. |
| 26 | To gather data on numbers of research staff on multiple concurrent contracts, and assess any impact on ability to access development opportunities, or on career progression. | New | Chair REWG | Data gathered, and analysis carried out. | November 2018  to have initial report compiled |

**Principle 5: Researchers’ Responsibilities**

*Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.*

**Continuing/complete actions from 2015-17 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 27 | Update and disseminate the Code of Good Research Practice.    **Update**: CoGRP has been replaced by new web resources [(http://www.stir.ac.uk/research/integritygovernanceethics/)](http://www.stir.ac.uk/research/integritygovernanceethics/) and completely restructured. Content is updated on a regular basis by RIS.  These revised resources specifically state the institution’s commitment to the Concordat to Support Research Integrity  and are divided into a section on Research Governance, and a separate section on Research Integrity.    Research Funding support is provided via the ‘Funding Lifecycle’ resource, and we also have a range of resources for researchers (held on our cloud-bases storage) on developing successful funding proposals.    There are also specific resources to provide support around Project Delivery (wrt research projects).    There is also online resources regarding Knowledge Transfer, Commercialisation and Consultancy. | Complete | RIS | Increased traffic on webpages:  Currently total number of unique views for the 4 webpages is 113. | On-going |
| 28 | The importance of researcher career development to be stressed in research supervisor/manager training. | Complete | Head SGS | See above action 14 re. Epigeum resource.  62 individuals participated in the face-to-face sessions. 45 individuals engaged with the online supervising doctoral studies programme. | 28 |
| 29 | Results of the CROS survey 2015 have illustrated that awareness is high for certain external initiatives, such as Athena SWAN, but low for others. The RDPO will aim to raise awareness of these, including Vitae and the HR Excellence in Research Award.  **Update**: Awareness of external initiatives was still low, as assessed via the CROS and PIRLS surveys. The Chair of the REWG and the RDPO will put in place actions to raise awareness in a structured manner. This will include the use of blogs, effective dissemination of the CROS and PIRLS reports and also raising awareness of the external initiatives at university events. | Continuing from 2015-17 action plan | Chair REWG, RDPO | Actions put in place, and higher awareness scores achieved for each of the external initiatives listed in Q16 of CROS.    For those initiatives which scored less than 50% awareness (7 out of 13) in CROS 2017, we aim to increase the score to at least 50%. | 2019 surveys. |
| 30 | From 2015-16, research students will be actively encouraged to participate in the Researchers’ Forum    **Update**: PGRs have been able to attend the Researchers’ Forum, however numbers have been low. | Continuing from 2015-17 action plan | RDPO | PGRs will be invited in a targeted manner for specific, relevant issues. SGS have PGR reps in each Faculty and these reps will be invited. | Increased PGR attendance by end of AY 201819 |
| 31 | To work with the Dean for Research Enhancement to provide guidance and support around effective research grant peer review systems.    **Update**: Responsibility for the institutional peer review system now lies with the DP Research.    A Peer Review College is now in place and operational. We held a launch/information event in February 2017.  Further events are being planned for 2017-18. These will be led by the DP Research, Associate Deans for Research and the Director of RIS | Continuing from 2015-17 action plan, as part of regular business | DP Research, RIS | Three events have been scheduled for 2017-18.    We are targeting attendance levels of 30 per session during 2017-18. | Events held and targeted attendance levels achieved. |
| 32 | To consider increasing support for mid- and late-career researchers, including mentoring of new PIs. | Continuing from 2015-17 action plan | Chair REWG,  RDPO | Please see action 20 above (Principle 3&4) re Training for PIs. | Creation of plan by REWG and approval by URC by December 2018. |

**Principle 5: Researchers’ Responsibilities**

*Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.*

**New actions 2017-19 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 33 | To hold two world café events as part of the institution’s Research Week event. This world café would open with a short presentation on Research Environment, and host discussions around HREiR, the CROS and PIRLS survey results and other related topics. The aim of the event is to engage with research staff on these key issues. We may use issues highlighted in the CROS and PIRLS surveys to provide questions to use at the events.  Research Week at the institution was first run in 2017. This is a week-long multidisciplinary showcase of our research, led by our DP Research and supported by RIS <http://www.stir.ac.uk/research/researchweek/> | New | Chair REWG | Events held, and outcomes of discussions presented to the REWG and URC and appropriate recommendations made**.**  In future CROS and PIRLS surveys to see higher scores around awareness of HREiR and related issues (see also action 29). | Events to run in  Research week 2018 (30.4.18 – 4.5.19). |

**Principle 6: Diversity & Equality**

*Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.*

**Continuing actions 2015-17 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 34 | Increase participation in Diversity in the Workplace training to 75% by December 2013 and 90% by December 2014.    **Update**: Sector feedback tells us participation sits around c 15% with one HEI around 4% and many don’t measure it.    A more effective way to measure success is not just course attendance but the impact – ie the number of staff saying they experience workplace harassment, the split of promotions, reward and recognition etc. This information will be gathered via the institutional staff survey and Athena SWAN.    HROD provide a wide range of face-to-face training on equality and diversity topics, including Unconscious Bias, and E&D will be incorporated into the new inductions for staff. Uptake of training will be monitored. | Reprioritised | HR OD | New inductions for staff held, and include E&D. Uptake of E&D training to be monitored. Staff feedback on workplace harassment to be monitored via the all-staff survey and Athena SWAN work. | All staff survey to take place in Winter 2017, results available and circulated by April 2018. |
| 35 | To continue to promote and advance Athena SWAN across the institution. An institutional application will be made for a Silver Award in Autumn 2016 and we aim to submit divisional applications in non-STEM subjects during 2015-16.    **Update**: We successfully retained our institutional Athena SWAN Bronze Award in the November 2017 round (we had no departmental silver awards so therefore could not apply for institutional silver), with a commitment to apply for a Silver institutional award by 2020 in our Strategic Plan.  Our first Non-STEM application was submitted in April 2017 alongside further STEM applications.    All Faculties/divisions are now engaged with Athena SWAN. 2 Bronze awards (BES and HSS) achieved to date, and 2 submitted in April 2017 round, with further applications planned. | Continuing form 2015-17 action plan. | IASG | Aim to have a silver departmental level award to allow for an institutional silver application at the next point of institutional application (by Nov 2019). | Institutional silver application by  November 2019. |
| 36 | To investigate feasibility of running face-to-face induction for all staff which includes Diversity in the Workplace training.    Update: Generally, induction takes place at 3 levels: Sector, University and local. Local is line manager led. University Induction (or Welcome) is currently being reconsidered.    Any induction events must be valuable and a worthwhile experience for participants. We aim to progress this work over the 2017/2018 academic year. It needs to be right though - to be effective, a format that is conscious of people’s time and also sustainable.    The sector induction area - we have progressed well and now run sector wide Welcome events that are open to staff from across the Scotland HEI sector. This is the event titled HE (Scotland) Today. This is brought by the Organisation and Staff Development (OSD) group.    The results of CROS and PIRLS 2017 show that colleagues are not satisfied with induction processes. | Continuing from 2015-17 action plan | HR OD, Chair  REWG | University induction for all staff to be in place, to include online resources and appropriate use of technology to complement face-to-face sessions. Positive feedback on induction process gathered via CROS survey. | Analysis of CROS 2019 results to show impact of revised induction process. |

**Principle 6: Diversity & Equality**

*Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.*

**New actions 2017-19 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 37 | Review flexible working practices to ensure that formal/informal process are mutually beneficial to individual and institutions.    *This is part of our institutional Athena SWAN action plan.*  To gather views from staff who work flexibly. To work with line mangers to assess impact of flexible working and support effective team-planning to support flexibility. | New | HR, Faculty  Managers,  Directors of  Professional  Services | Review carried out and recommendations made. | by December 2018. |
| 38 | Audit of faculty/divisional workload models to ensure fairness and equity across the institution in models used following completion of a full academic year of implementation.    T*his is part of the institutional Athena SWAN action plan.*    To achieve confidence in workload allocations from academic staff and in senior officers/governance committees that the policy is being implemented fairly.    Equity in workload allocations enables fairness to be achieved in other processes, e.g. research development, promotion opportunities. | New | ESG, Faculty  Deans, Faculty  Managers, Dean  E&D | Results of audit to lead to recommendations to improve the process in advance of academic year 2018-19. | Audit to take place by  December 2017. |

**Principle 7: Implementation & Review**

*The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.*

**Continuing actions from 2015-17 action plan**

| **Action number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 39 | Our response rates for CROS in 2013 and 2015 were lower than for PRES (29% and 16% respectively) although national figures in 2013 were comparable (26% response rate, 2015 figures not available to date) and for PIRLS 2013 and 2015 the response rates were 29% and 20% respectively; the national response rate in 2013 was 28%, 2015 figures not available to date. We will aim to increase these response rates in future surveys.  **Update**: Stirling’s response rates for 2017 CROS and PIRLS were 30% and 34% respectively (national figures CROS 24% and PIRLS 21%). This is a good increase since the 2015 surveys.    We offered participants the chance to enter a prize draw for an ipad mini, and provided regular updates to Faculties on response rates. The Chair of REWG sits on the University’s Research Committee, and provided updates to that committee on survey completion data. | Continuing from 2015-17 action plan | Chair REWG, RDPO | We aim to further improve our CROS and PIRLS response rates in the 2019 surveys to 50% for each survey. | 2019 survey dates. |
| 40 | Chair of REWG and IASG to meet regularly to ensure effective collaboration on a range of actions.  **Update**: Following the reformatting of the WG to become the REWG, and the clear links to Athena SWAN, it was agreed that the Chairs of the two groups would meet regularly to discuss activities and planning. These meetings will be scheduled to happen 3 times per academic year. | Continuing from 2015-17 action plan | Chair REWG, Chair IASG | Meetings take place and improved coordination on action plans achieved. | First meeting scheduled for  September 2017. |

**Principle 7: Implementation & Review**

*The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.*

**New actions 2017-19 action plan**

| **Action**  **number** | **Issue to be addressed** | **Action status** | **Responsibility for action** | **Success Criteria** | **Timescale** |
| --- | --- | --- | --- | --- | --- |
| 41 | Collect feedback from staff on satisfaction with workload and analyse the impact of actions taken to improve satisfaction with workload following Staff Survey 2017.  *This is also part of the institutional Athena SWAN Action plan*. | New | HR & OD,  Faculty Deans,  Directors of  Professional  Services, IASG | Higher levels of satisfaction reported via Staff Survey re. workload, support from line managers and work-life balance. | Staff survey 2017 to take place in winter 2017. |
| 42 | To expand membership of the REWG to include all Faculties. To work to ensure that there is effective communication between the REWG and Faculties, and from Faculties to REWG, and also from REWG up to URC. | New | Chair REWG | All faculties represented on the REWG.URC regularly receives updates from the REWG. REWG and the Faculties receive regular updates from each other. | by September 2018 to have expanded membership of the REWG. |

| **Glossary** |  |
| --- | --- |
| AAPC | Academic Advancement and Promotions Committee |
| Achieving Success | Annual appraisal/review for staff |
| Ambitious Futures | Graduate Trainee scheme |
| AS | Achieving Success (annual appraisal/review for staff) |
| CES | Careers and Employability Service |
| Dean E&D | Dean for Equality and Diversity |
| Dean RE | Dean of Research Engagement |
| Dean RI | Dean of Research Impact |
| DP Research | Deputy Principal for Research |
| ESG | Equalities Steering Group |
| HEA | Higher Education Academy |
| HR | Human Resources |
| HR AD | Human Resources Academic Development |
| HR OD | Human Resources Organisational Development |
| IASG | Institutional Athena SWAN Group |
| PgCert | Postgraduate Certificate |
| RDF | Researcher Development Framework |
| RDP | Researcher Development Programme |
| RDPO | Researcher Development Policy Officer |
| REWG | Research Environment working group |
| RF | Researchers Forum |
| RIS | Research & Innovation Services (previously REO) |
| SGS | Stirling Graduate School |
| SGSPO | Stirling Graduate School Policy Officer |
| SMT | Senior Management Team |
| URC | University Research Committee |
| USPG | University Strategy and Policy Group |