**University of Stirling**

The University has undergone recent (session 2010-11) academic restructuring, which has resulted in 7 Schools with a key priority to ensure that researchers are well represented; both within the new Schools, and at University committee level.

The importance of research performance and the development of high quality researchers is fundamental to the development of the University’s vision and Strategic Plan[http://www.stir.ac.uk/documents/strategic.pdf](http://www.research.stir.ac.uk/code/index.php).

The GAP analysis was carried out by consultation and began after our launch event for the Researchers’ Concordat in 2008, and has been on-going at intervals since that time. The GAP analysis was carried out via the Research & Enterprise Office. The stakeholders involved included the Deputy Principal for Research and Knowledge Transfer, members of academic and research staff (members of the Researchers’ Task Group); Director of Research & Enterprise, Director of the Centre for Academic Practice & Learning, Equality and Diversity officer, HR Managers and the Heads of the Careers Development Centre. All of the above individuals were asked to comment on our position with regard to the Researchers’ concordat, and subsequently on drafts of an analysis document. This was an iterative and consultative process, which has resulted in the creation of the current document. This document will be reviewed regularly via the Research & Enterprise Office, and involving the above stakeholders. We will also invite more general comment from our research community by placing the document on the research pages of the University’s website. Review and maintenance of the GAP analysis/adherence to the Researchers’ concordat will continue to form a part of the workplan for the Research & Enterprise office, as detailed in the table below.

| ***Principle*** | ***Current provision*** | ***Actions required*** | ***Responsibility/ timescale*** |
| --- | --- | --- | --- |
| ***Recruitment & Selection*** | The University of Stirling has clear and transparent policies on pay grading and recruitment for all staff including researchers.  The University recruitment guidelines are available at [http://www.hr-services.stir.ac.uk/recruitment](http://www.quality.stir.ac.uk/ac-policy/postgrad-res.php)[selection/index.php](http://www.hr-services.stir.ac.uk/recruitment-selection/index.php)and it has been mandatory since April 2010 for staff involved in recruitment to complete an e-learning module to a satisfactory standard. The module includes a section on equality and diversity in recruitment; these issues are also addressed in some detail in another e- learning module on Diversity in the Workplace, which is mandatory for all staff.  The University has specific guidance within a policy regarding fixed-term contracts [http://www.hr](http://www.she.stir.ac.uk/ohsas/index.php#fixed)[services.stir.ac.uk/forms/FixedTermContracts.php#fixed.](http://www.personnel.stir.ac.uk/policies-procedures/Anti-BullyingandHarassmentfrontpage.php#fixed)  Research staff have access to Career Development Centre staff, via a staff seminar programme (Researchers’ Development Programme) or as a drop-in service. This service is available to research staff at any stage of their career. There is also a dedicated researcher’s area on the Careers Development Centre website: [http://www.careers.stir.ac.uk/research/](http://www.hr-services.stir.ac.uk/recruitment-selection/index.php) | Review of probationary scheme for research staff. | HR: on-going |
| ***Recognition & Value*** | Issues relating to research staff are considered at various  University committees including the Research & Knowledge Exchange Committee, the Stirling Graduate Research School Steering Group.  A short term group, the Researchers’ Task Group, was set up (from Oct 2008 – Dec 2009) to involve researchers in a consultation to assist and advise the University in meeting its strategic objectives and its obligations through enabling access to appropriate and effective generic and transferable skills training that is fit for purpose for the University’s research staff.  The University has a Deputy Principal for Research and Knowledge Transfer, who has responsibility for research staff. In addition, each School has a Research Director, who is responsible for research staff matters in their own School.  The University set up a central Bridging fund, and some individual departments also ran own Bridging fund schemes. The scheme is currently under review, but its aims were to provide interim financial support in order to retain researchers with appropriate skills and experience in employment at Stirling where it was anticipated there would be a short period between the end of one external funding agreement and the likely commencement of another.  The University has participated in the CROS and PRES surveys (most recently in 2009, 2011), as well as the PTES survey (2009, 2011).  The University ran an all Staff Employee Survey in 2009 gathering information on general organisational climate as well as specific information on stress indicators and diversity issues. All research staff were invited to participate. –[http://www.hr](http://www.research.stir.ac.uk/supporting/info-staff/induction_introduction.php)[-](http://www.hr-services.stir.ac.uk/policies-procedures/StaffSurvey.php)[services.stir.ac.uk/policies](http://www.diversityandequality.stir.ac.uk/documents/SingleEqualitySchemeconsultation.php)[procedures/StaffSurvey.php](http://www.hr-services.stir.ac.uk/forms/FixedTermContracts.php)  Access to promotion is made openly available through University Guidelines published annually. All staff self nominate and are assessed against role profiles that have been adopted from the National Library of Academic Role Profiles. | To ensure that the appraisal system ‘Achieving Success’ includes all research staff  To improve availability of web-resources for researchers on the University of Stirling website  To encourage research staff to create a research staff society/forum, and to then engage more widely with researchers outwith the University.  The University will continue to participate in the CROS and PRES surveys, and identify further actions from analysis of the data produced.  The University will run the Staff Survey again in 2011 and aims to extract research responses as a population and identify any action to be taken forward. | HR: by spring 2012    REO/ISD: autumn  2012    REO/SGRS and academic Schools:  2012/13    REO/SGRS: on-going  HR: 2011 |
| ***Support & Career Development*** | The University has a Code for Good Research Practice  [(](http://www.research.stir.ac.uk/code/index.php)[http://www.research.stir.ac.uk/code/index.php](http://www.hr-services.stir.ac.uk/policies-procedures/StaffSurvey.php)) covers issues in relation to support & career development  The University’s Strategic Research Plan makes provision for the support of research staff. A new plan is currently under creation for 2011-2016.  A programme of seminars for research staff (Researcher  Development Programme) has been in place for a number of years, this is reviewed annually in light of the evaluation data.  Staff are entitled to apply for a fee waiver for any course that they undertake (undergraduate or postgraduate) at the University, and a partial fee-waiver for degrees undertaken at another institution.  [http://www.personnel.stir.ac.uk/training](http://www.diversityandequality.stir.ac.uk/documents/SingleEqualitySchemeconsultation.php)[development/financial](http://www.quality.stir.ac.uk/ac-policy/postgrad-res.php)[-](http://www.personnel.stir.ac.uk/training-development/financial-support/index.php)[support/index.php](http://www.hr-services.stir.ac.uk/recruitment-selection/index.php)  All new staff including researchers are invited to attend various induction events organised centrally. The invitation is generated automatically when all staff sign on to their e-mail account. There is also a specific induction webpage for research staff [http://www.research.stir.ac.uk/supporting/info](http://www.hr-services.stir.ac.uk/policies-procedures/StaffSurvey.php)[staff/induction\_introduction.php](http://www.hr-services.stir.ac.uk/recruitment-selection/index.php)  All staff, including researchers (excepting staff on contracts shorter than 12months) are part of the Achieving Success scheme, which is the University’s development and objective setting process and is part of the appraisal system. This was brought in May 2009.  The University has opportunities for research staff, and managers of research staff, to develop their leadership and management skills [http://www.personnel.stir.ac.uk/training](http://www.hr-services.stir.ac.uk/recruitment-selection/index.php)[development/courses/index.php](http://www.research.stir.ac.uk/code/index.php)  **Achieving Success** is a process whereby every member of staff will meet with their manager to discuss what they are delivering, how that matches their Departmental Plan, and what ongoing support or development they might need, at least once a year. It enables managers to discuss what has been achieved, and to ensure that staff understand departmental priorities, as well as ensuring that discussions about personal development take place. It is intended to be a two way communication process. For those staff on a contract shorter than 12months, it is expected that there will be discussions between the member of staff and their manager to set objectives.  The University’s Career Development Centre have created a dedicated researchers’ website :  [www.careers.stir.ac.uk/research](http://www.research.stir.ac.uk/code/index.php) as well as providing training (as part of the wider researcher development programme) , support and guidance. | The University is committed to continue to review and develop training opportunities for research staff and their managers including the Management Development Programmes, and to continue to refine the programme to ensure it meets organisational needs.  To develop tools/methods to allow researchers to carry out training needs analysis.  The University is currently in discussions with union colleagues on a probationary scheme for research staff with integral support and guidance needed.  The University’s Centre for Academic Practice and Learning (CAPL) is developing a postgraduate certificate in academic practice (for which HEA accreditation will be sought). One of the four 15 credit modules at SCQF level 11 will focus on researcher development.  The University will work to implement the Vitae Researchers Development Statement and Framework. | REO: ongoing    REO: by 2012  HR: by end 2012  CAP  L: launch  autumn 2011  REO/SGRS: 2011/12 |
| ***Researchers’***  ***Responsibilities*** | The University’s Code of Good Research practice [http://www.research.stir.ac.uk/code/index.php](http://www.personnel.stir.ac.uk/training-development/financial-support/index.php) covers the various principles of the Concordat which relate to responsibilities of researchers, PIs, Schools and the Institutions.  University has a Code of Practice for the Support of Postgraduate Research Students which outlines the responsibilities of the university, School, supervisor and PhD student [http://www.quality.stir.ac.uk/ac](http://www.personnel.stir.ac.uk/training-development/courses/index.php)[policy/postgrad](http://www.hr-services.stir.ac.uk/policies-procedures/StaffSurvey.php)[-](http://www.careers.stir.ac.uk/research/)[res.php](http://www.personnel.stir.ac.uk/policies-procedures/Anti-BullyingandHarassmentfrontpage.php)  Staff are encouraged to participate in relevant training opportunities by registering themselves for places on University run programmes, and having discussions with line managers to articulate development needs that can be met within or outside the organisation as part of Achieving Success. | To encourage research staff to create a research staff society, and to then engage more widely with researchers outwith the University.  Encourage and facilitate national and international engagement. | REO/SGRS and academic Schools:  2012/13  REO/SGRS: ongoing |
| ***Diversity &***  ***Equality*** | The University has appointed a Deputy Principal as Chair of the Diversity and Equal Opportunities Executive Group, which is responsible for overseeing the fulfilment of the University’s statutory equality duties, and the  implementation of Single Equality Scheme 2009-2012. The  DEOEG reports directly to the University Strategy and Policy Group, which is chaired by the Principal and comprises many of the most senior officers in the University.  The University has a full-time Policy Officer, who remit covers equality and diversity issues. This member of staff provides advice and guidance to Senior Management and staff on equality and diversity issues, including compliance with legislation and good practice. The Policy Officer also delivers briefing sessions and training workshops e.g. for PhD Supervisors.  The University has established HR policies regarding flexible working, anti-bullying and harassment.  [http://www.personnel.stir.ac.uk/policies](http://www.research.stir.ac.uk/supporting/info-staff/induction_introduction.php)[-](http://www.she.stir.ac.uk/ohsas/index.php)[procedures/Anti](http://www.personnel.stir.ac.uk/training-development/courses/index.php)[BullyingandHarassmentfrontpage.php](http://www.research.stir.ac.uk/code/index.php)  The University is committed to health and well-being in the workplace, --- Occupational Health Department is available on campus to all staff  [http://www.she.stir.ac.uk/ohsas/index.php](http://www.personnel.stir.ac.uk/training-development/financial-support/index.php)  The University supports the Daphne Jackson Trust Return to Science Programme. | To continue to ensure that all staff are conversant with Diversity training through on line modules and where possible face to face development activities. Briefings on the Equality Act 2010 and its implications for the institution are being delivered throughout the University.  The University is considering participation in the Athena Swan programme.  There are a number of research-related actions in the Single Equality Scheme [http://www.diversityandequality.stir.ac.uk](http://www.personnel.stir.ac.uk/policies-procedures/Anti-BullyingandHarassmentfrontpage.php) [/documents/SingleEqualitySchemeconsulta](http://www.hr-services.stir.ac.uk/policies-procedures/StaffSurvey.php) [tion.php](http://www.quality.stir.ac.uk/ac-policy/postgrad-res.php)  The University will identify, further investigate and work towards the removal of barriers to progress in the research process.  The University will pay due regard to equality and diversity – taking account of research and good practice guidance – during our preparations for the Research Excellence Framework 2012/13 | PPG: ongoing    HR/PPG: initiate during 2011/12    HR/PPG: ongoing    HR/REO: ongoing  REO: by REF submission |
| **Implementation and Review** | The University will participate in the CROS, PRES, and PIRLS surveys in 2011. The results from these surveys will be used to inform future actions regarding support for researchers at the University of Stirling. | The University will participate in CROS 2011, PRES 2011 and PIRLS 2011, and future dates for these surveys.  Continued involvement in national discussions regarding Researcher Concordat issues  On-going internal review of the University’s implementation of the Researcher’s Concordat, and participation in the proposed evaluation process. | REO: ongoing    REO/HR: ongoing  REO/SGRS: ongoing |

\*CAPL: = Centre for Academic Practice & Learning; HR = Human Resources; ISD = Information Services Directorate; PPG = Policy, Planning & Governance Office; REO = Research & Enterprise Office; SGRS = Stirling Graduate Research School

KMR 30.03.11