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| **Issue to be addressed** | **Responsibility for action** | **Success Criteria** | **Timescale** | **Progress (complete/non applicable/carried over)** |
| Good practice in recruitment at Faculty/Divisional level. Our Faculty of Arts & Humanities has devised a model of best practice re recruitment for academic posts, incorporating blog posts, and mechanisms to clear career paths and promote career flexibility. | Chair REG | Good practice adopted and implemented in roles advertised in 2020 onwards | Share examples of good practice at REG in November 2019; dissemination to/discussion with faculties via REG and faculty events; adoption during 2020 recruitment.  (also included under Principle 6) | *Complete.*  *Recruitment information was disseminated across faculties.*  *This action has not been carried over* |
| 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. | Head of HR Services | Team in post and reviews in process. All relevant web resources/processed to be reviewed and updated. | ONGOING: An HR Service Manager is in post and working on centralised recruitment.  To date: re academic appointments there is a new standardised approvals process and job descriptions, creation of shortlisting grids and standardised interview questions.  (carried forward from 17-19 plan) | *All academic recruitment is currently centralized. Professional staff and researcher recruitment is managed in Faculty with plans to centralize this activity in the future. Work has been done to* [*standardise job descriptions*](https://www.stir.ac.uk/internal-staff/human-resources-and-organisation-development/recruitment/recruitment-and-resourcing/standardised-job-descriptions/) (*internal Staff website link) with roles graded using the Higher Education Role Analysis (HERA system). Work is ongoing to standardise research job descriptions and it is likely these will be implemented early in 2022.*  *This action has not been carried over.* |

**Principle 1: Recruitment and Selection – *Recognition of the importance of recruiting, selection and retaining researchers with the highest potential to achieve excellence in research***

**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.***

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| **Issue to be addressed** | **Responsibility for action** | **Success Criteria** | **Timescale** | **Progress (complete/non applicable/carried over)** |
| Ensure that success and effort at grant capture are recognised and celebrated by the University. | Dean REP | Letters to be sent by Dean REP to target successes of ECR staff, and new members of staff. Letters to be issued within 2 weeks of grant award notification. | To commence January 2020 | *This action was not progressed as:*  *i) a wider definition of success: there has been an emphasis on recognising the value of research efforts, contributions, and collaborations more broadly, and this is celebrated via the annual Research Culture Awards. In this initiative, nominations are made in recognition of individuals, groups and activities that positively contribute to a vibrant research culture. An award ceremony is held each year during the Festival of Research (Spring) as a more positive way of sharing good practice and celebrating a wider definition of success;; ii) timing issues: notification of successful funding can occur sometime after affecting the impact of a congratulatory letter; and iii) there is acknowledgement of and congratulations on awards via inclusion in faculty newsletters and/or assemblies: Recognition of research efforts, whether via grant capture, public engagement, publication etc are included in the weekly Staff Round Up newsletter as well as in individual Faculty newsletters. Some Faculties have also increased the acknowledgement of submission of larger grants and of all submissions by ECRs.*  *This action has not been carried over.* |
| Researchers’ induction: to support new staff to understand our structure and organisation wrt research. | Dean REPDean IAS | Induction events/information created specifically for research staff to run in parallel to the University-wide welcome induction events for all new staff. The University-wide induction events will be run 3 times a year (Sept, Jan and April with approx. 60-80 participants, and will include round table discussions, lunch and a Stirling “marketplace” with key service areas represented). Increase in positive scores for induction at CROS survey by 25%. | First events to run from October 2020, and then to be offered twice per academic year (April and October, in line with institutional welcome events). | *Complete.*  *This action was redesigned as an online event, with the 1st pilot Virtual Researcher Induction in October 2020, and two further online inductions in March and October 2021, as part of the wider Corporate Induction. 30+ research -active staff were invited to each induction event with greater engagement seen over time as induction has become an integral part of the on-boarding process. The Researcher Induction is an opportunity for research-active staff new to the University to meet colleagues from across key researcher support teams (including Funding, Ethics & Integrity, Innovation & Enterprise, IAS) and network with fellow researchers.*  *Data from CEDARS 2021 has highlighted that 28.6% found the institutional-wide induction very useful/useful compared to 25.4% in CROS 2019. In CEDARS 2021 40% of respondents state they were not offered an institutional induction. The number of responses to this CEDARS question was low (35 in total).*    *We will continue to build on and improve the induction session and resources.*  *This action will be carried over in the 2021/23 action plan.* |
| To recognise the range of experience which new staff may have, and to provide appropriate support and training for those different career paths. | Dean REP, Dean IAS | Events/information created and run. Increase in positive scores for induction at CROS survey by 25% | First events to run from October 2020. | Dedicated events were not run in light of pandemic restrictions and shifting in priorities in researcher support.  Support & training was provided via the researcher development programme offered by IAS with 50+ professional development opportunities available *each year. 153 individuals engaged in activities 2019-20, and 113 during 2020-21. The number of attendances for the same period were 255 and 290 respectively. CES, in collaboration with IAS and Alumni teams successfully delivered a Beyond Academia Panel & Networking event in June 2021.*  *This action has not been carried over.* |
| To hold informal welcome lunches for new research/academic staff. | Dean REP, Dean IAS | Regular programme of welcome lunches held, and uptake is 50% of new starts in relevant roles. Gather data on attendance and feedback via survey following on from welcome lunches. This feedback will serve to improve on uptake (reach) and value of welcome initiatives. | To run three times per year (depending on numbers) commencing April 2020. | *One welcome lunch was held (with low attendance). This action was not progressed considering pandemic restrictions.*  *Monthly virtual coffee mornings were held throughout 2020-21 academic year hosted by the Dean REP and IAS as a protected space for researchers, especially early career researchers to connect, network and discuss training and career development support.*  *The recently opened Campus Central facility has a dedicated space for research focussed activity. Formal and informal in-person events will be encouraged when restrictions permit us to do so.*  *This action has not been carried over.* |
| To contribute to university- level discussions on the criteria for promotion (research) to encourage consideration of a broadening of the promotion criteria to reward good citizenship/leadership as well as the more traditional metrics. | Dean REP | Included in agenda at University Research Committee, and then with AAPC. | Research Committee: Feb 2020, AAPC June 2020; implementation for 2020-21 round of promotion. | *The University has a policy on research leave for those who are returning from maternity / adoption or shared parental leave. It allows for the individual to apply for a period of time to focus on research on their return and provides funding for their teaching element to be covered. A link to the policy can be found* [*here*](https://stir.sharepoint.com/:w:/s/weblinks/EanalgUQo1xDqxkRjRGw8lABLihb1lvA2Zh5ye3lYhoPvA?e=Kgfdfj)  *Promotion criteria is reviewed after every promotion cycle. For more senior researchers and all academic roles the criteria include demonstrating leadership as well as the more traditional metrics.*  *The Dean for REP is taking part in the UKRI Narrative CV alternative uses group and will feed back experiences and information that come from those discussions. The recent UKRI announcement on the move to narrative CVs will mean that we need to provide support for researchers in using this new format and discussions on how best to do that are underway.*  *This action has not been carried over.* |

**Principle 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.***

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| **Issue to be addressed** | **Responsibility for action** | **Success Criteria** | **Timescale** | **Progress (complete/non applicable/carried over)** |
| Develop a University Early Career Network, making use of face-to-face events and explore potential to use virtual networks for ongoing support | Dean REP, Chair REG | An ECR network will be established with a target representation of 20 members across our 5 Faculties. Setting up of virtual networks as a repository of relevant resources (eg use of MS Teams to inform of targeted funding opportunities, training/events available as well as using Canvas – internal staff resource for training information). Focus groups arranged with each Faculty to understand development needs and any obstacle to undertaking training opportunities. | Network Commencing February 2020, Focus groups April 2020 | *Complete*  *An MS Teams ECR channel has been established with +130 ECRs, where funding, professional development opportunities and Concordat development work is shared as well as being a platform for peer-peer community building. Intranet resources (Canvas) reviewed and regularly updated.*  *While focus groups were not conducted with each Faculty, an online Café Culture Conversation series, based on the Wellcome Trust Café Cultures, was hosted by the Dean REP, Chair REG and IAS in early 2021 as an opportunity to discuss common challenges and co-create solutions The outcomes of Café Cultures were shared via a blog in the Research Bites series.*  *This action has not been carried over.* |
| Increase awareness and collaboration between staff within own Faculties about the research activities of their peers through use of engaging activities (e.g. Speed dating) as part of each Faculties Away Day in 2020 | Chair REG | The REG will offer to deliver a session during the Faculty away days in 2020 to increase research awareness and collaboration. The sessions will start with the Faculty of Social Sciences away day in June 2020 and with other Faculties as dates are confirmed. | Faculty away-day dates during 2020 (currently TBC). | *This action was not progressed considering pandemic restrictions and shift in priorities/research support resources.*  *This action has not been carried over.* |
| Promotion of interdisciplinary connections across the institution: a series of informal lunchtime events to bring colleagues together in a central space, to facilitate conversations and creation of new connections. | Dear REP, Chair REG | To hold 4 events per AY. Attendance to be 10+ at each event, with a range of disciplines. | Plan of events created, with note of expected outcomes, publicised in February 2020. First event to run in Semester 2 (March/April), 2019-20. Then to run regularly. | *This action was not progressed considering pandemic restrictions and shift in priorities/research support resources.*  *Virtual networks have been established and we will continue to build on this over time to foster intra-university relationships and networks.*  *This action has not been carried over.* |
| Support is required for senior research colleagues to share learning and explore how to strengthen research teams and capacity build for future research generations. We will hold three University wide “Professorial Colloquia” that will bring professorial staff form across the University to share best practice, develop research teams, and build capacity of early career researchers. | Dean REP, Chair REG | Three professorial research colloquia will be held during 2020 | December and June of each year. | *This action was not progressed considering pandemic restrictions and shift in priorities/research support resources.*  *This action will be carried over in the 2021/23 action plan.* |
| 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 face-to-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. | Chair of REG | Handbook produced, events held, positive feedback following the event, and registrations for future events. | Carried forward from 2017-19 plan,  Will be led in collaboration with IAS.  PI Handbook to be produced by October 2020.  Events to run from June 2020 – Dec 2020. | *This action was not progressed considering pandemic restrictions and shift in priorities/research support resources.*  *This action has not been carried over.* |
| 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. | Chair REG | Data gathered and analysis carried out. | Carried forward from 2017-19 plan.  Data compiled by March 2020, analysis conducted, and report presented to REWG in September 2020 for consideration. | *It has not been possible to gather and assess this data due to staff resource issues and the re-alignment of priority actions. REG efforts have focussed on researcher engagement activities and the gap analysis of current institutional practice.*  *This action has not been carried over to the 2021-23 action plan however remains on the REG agenda for further investigation.* |

**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.***

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| **Issue to be addressed** | **Responsibility for action** | **Success Criteria** | **Timescale** | **Progress (complete/non applicable/carried over)** |
| To hold two world café events as part of the institution’s Festival of Research. This world café would open with a short presentation on Research Environment Working Group, and host discussions around the newly launched Concordat, the University’s most recent CROS and PIRLS survey results and other related topics. The aim of these events is to engage with research staff on the new Concordat and related issues.  Festival of |Research is a year-long event that showcases our research, led by IAS and our DP Research, supported by RIS <http://www.stir.ac.uk/research/researchweek/> | Chair REG | Events to run in Festival of Research in May 2020, with a minimum target of 20 participants at each.  Events held, and outcomes of discussions presented to the REWG and URC and appropriate recommendations made**.** | May 2020 | *This action was not progressed considering pandemic restrictions and shift in priorities/research support resources. The Festival of Research 2020 was re-formulated for online delivery with a reduced number of events focussing on the theme of research culture.*  *Engagement work to raise awareness of the new Concordat was undertaken with 3 online Concordat Discussion sessions with ECRs, PIs and ADRs Jan-March 2021.*  *Concordat talking head resources were developed and made available on the University intranet and development work shared via the ECR Teams channel in June 2021.*  *The REG Chair also co-hosted, together with Dean REP, the annual Research Culture Awards Ceremony as part of the Festival of Research in May 2021. This was an opportunity to link the work of REG to other research environment developments and raise the profile of the Concordat commitment.* |
| To deliver an international mentoring partnership programme (IMPP) for established and early career researchers. We aim to enhance research excellence at both Institutions, to deliver impactful research outcomes. A pilot project, focused on three research themes, in which 6 mentors and 4 mentees from UNESP will be partnered with up to 6 mentees and 4 mentors from UoS, respectively. Although the development of research capability will be an important focus of the mentoring partnership, cultural and social sharing and co-learning will form a natural part of the programme. This is funded by the institution’s GCRF Formula Grant from the Scottish Funding Council, from UKRI’s GCRF programme. | RIS | Partnership is established and Mentorship Programme is delivered by institution staff and external facilitators. The first pilot ran in June 2019 with 10 mentors and 10 mentees on the programme, the 2nd pilot, which builds upon feedback, will run in May 2020. The target for 2nd pilot was a minimum of 16 and a maximum of 20, between mentees and mentors. The scheme will then be evaluated by participants and plans regarding support and on-going development put in place by Nov 2020. | 1st Pilot June 2019, 2nd pilot to be run in May 2020, ongoing development plans Nov 2020. | *Complete*  *The first pilot ran in June 2019 with 10 mentors and 10 mentees on the programme, the 2nd pilot, which builds upon feedback, planned to run in May 2020 with a minimum of 16 and a maximum of 20 mentees and mentors was delayed due to Covid-19 restrictions.*  *The IMPP was redesigned to be delivered as a distance course, on-line, which began in February 2021 and completed in June 2021. This was delivered successfully, with 10 new mentor/mentee pairs established.*  *The scheme continues to be evaluated by participants and organisers and plans regarding support and on-going development are underway. However, as GCRF funding has been discontinued, alternative sources of funding are being sought.*  *This action has not been carried over.* |

**Principle 6: Diversity & Equality – *Diversity and equality must be promoted on all aspects of the recruitment and career management of researchers.***

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| **Issue to be addressed** | **Responsibility for action** | **Success Criteria** | **Timescale** | **Progress (complete/non applicable/carried over)** |
| Institutional Athena SWAN renewal (Bronze) to be submitted in April 2020. | Dean EDI | Award retained | Submit April 2020, results October 2020. | *The revised Institutional Bronze submission date is anticipated in July 2022. Submission has been delayed due to strike action and Covid-19.* |
| Divisional/Faculty level applications submitted for new Athena SWAN awards. | Divisional Athena SWAN groups, Dean EDI | Awards submitted and achieved. | TBC currently. | *Bronze Faculty awards are held in Faculty of Health Sciences & Sport, Faculty of Social Sciences and recently (July 2021) the Stirling Management School.*  *Divisional Bronze awards are held in BES, IoA and Psychology.*  *This action will be carried over in the 2021/23 action plan.* |
| Good practice in recruitment at Faculty/Divisional level. Our Faculty of Arts & Humanities has devised a model of best practice re recruitment for academic posts, incorporating blog posts, and mechanisms to clear career paths and promote career flexibility. | Chair REG | Good practice adopted and implemented in roles advertised in 2020 onwards | Share examples of good practice at REG in November 2019; dissemination to/discussion with faculties via REWG and faculty events; adoption during 2020 recruitment.  (also included under Principle 1) | *Complete.*  *Recruitment information was disseminated across faculties.*  *This action has not been carried over* |

**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.***

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| **Issue to be addressed** | **Responsibility for action** | **Success Criteria** | **Timescale** | **Progress (complete/non applicable/carried over)** |
| Quarterly updates of REG will be provided to URC and summarised in the Research Environment Digest in the University’s newsletter | Chair REG | Increased senior management awareness and understanding of the work of REG. Updates will be recorded in Research Committee Minutes | To be added to URC agenda from February 2020. | *Complete.*  *REG will continue to report on developments and plans to URC quarterly.*  *The Research Environment Digest has been superseded by blogs in the Research Bites series, promoted via the University-wide Staff Round Up newsletter.*  *This action has not been carried over.* |
| For the expanded REG to ensure there is increased and effective communication between the REG and Faculties. To attend relevant faculty meetings and to regularly create blog posts (Research Environment Digests). | REG members | Faculty staff will have an increased awareness of the REWG. Attending away days, and track readership of RED (produced twice per semester | To attend faculty away-days from October 2019 onwards (dates are TBC at time of writing). RED produced twice per semester, first to be November 2019. | *REG representation has been expanded with 18 members covering all faculties, comprising support from key professional service areas. The Dean for EDI, 3 early career researchers (Research Fellows and T&R staff) have since joined REG, allowing for REG work to link into other existing institutional action plans, early career faculty networks / postdoctoral researcher forum and more strategically to other research environment developments across the University.*  *The Research Environment Digest has been superseded by the Research Bites blog series which REG contributes to regularly.*  *This action has not been carried over.* |
| To revisit marketing of CROS and PIRLS in order to increase uptake from 2019 to at least 40% of completed questionnaires in both surveys. | Chair REG | CROS and PIRLS will both have increased their responses by 15% based on 2019 response rates | June 2020 | *CEDARS ran throughout the month of June 2021 with a 26% response rate. This compares to a 28% CROS 2019 and a 37% PIRLS 2019 response rates. The CEDARS pilot was not run in 2020 due to survey fatigue and pandemic challenges. Key findings of CEDARS 2021 was shared via the Research Bites blog series.*  *This action has not been carried over.* |
| Incorporate revised Concordat into our action plan and to raise awareness across the institution of the content of the new Concordat. | Chair REG | Events held across institution/in faculty, blogs published. Increased awareness scores in CROS survey by 30%). | October 2019-Oct 2020. | *Complete*  *A gap analysis was carried out by REG Summer-Autumn 2020.*  *Engagement work to raise awareness of the new Concordat was undertaken with 3 online Concordat Discussion sessions with ECRs, PIs and ADRs Jan-March 2021.*  *Concordat talking head resources were developed and made available on the University intranet and development work shared via the ECR Teams channel in June 2021.*  *The REG Chair also co-hosted, together with Dean REP, the annual Research Culture Awards Ceremony as part of the Festival of Research in May 2021. This was an opportunity to link the work of REG to other research environment developments and raise the profile of the Concordat commitment.*  *CEDARS 2021 data shows that 43.6% of respondents have some understanding of this sector initiative compared to 19.5% in CROS 2019.*  *This action will be carried over in the 2021/23 action plan.* |
| To expand REG membership to include fixed term contract researcher (s), Early Career Researcher representation and a sustainable REWG membership | Chair REG | Membership to include a minimum of 1 contract researcher (fixed term contract) and a minimum of 2 Early Career Researcher representative across the Faculties by April 2020. Annual internal review of membership engagement, contribution and sustainability. Longer term goal of including, for succession planning purposes, 2 PhD students,  2 post-doctoral members and 2 contract researchers on a rolling basis, which will be managed via our ECR network. | April 2020 and September 2020 | *REG representation has been expanded with 18 members covering all faculties, comprising support from key professional service areas. The Dean for EDI, 3 early career researchers (Research Fellows and T&R staff) have since joined REG, allowing for REG work to link into other existing institutional action plans, early career faculty networks / postdoctoral researcher forum and more strategically to other research environment developments across the University.*  REG membership and contributions will continue to be reviewed annually.  *This action has not been carried over.* |

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| **GLOSSARY** | **Full name** |
| AAPC | Academic Advancement and Promotions Committee |
| Achieving Success | Annual appraisal/review for staff |
| AS | Achieving Success (annual appraisal/review for staff) |
| BES | Biological and Environmental Sciences (Faculty of Natural Sciences) |
| CES | Careers and Employability Service |
| Dean EDI | Dean for Equality, Diversity and Inclusion |
| Dean REP | Dean of Research Engagement and Performance (previously Dean Research Engagement) |
| DP Research | Deputy Principal for Research |
| ECR | Early career researcher |
| ESG | Equalities Steering Group |
| HR | Human Resources |
| HR AD | Human Resources Academic Development |
| HR OD | Human Resources Organisational Development |
| IAS | Institute for Advanced Studies |
| IOA | Institute of Aquaculture (Faculty of Natural Sciences) |
| PI | Principal Investigator |
| RDF | Researcher Development Framework |
| RDP | Researcher Development Programme |
| REG | Research Environment Group (formerly Research Environment Working Group – REWG). |
| RIS | Research & Innovation Services |
| SMT | Senior Management Team |
| URC | University Research Committee |
| USPG | University Strategy and Policy Group |