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Action Reference number	Action	Success Measures	Update on progress	Progress
2016_1	Produce a clear articulation of how the University of Surrey defines ECRs. This articulation will assist in ensuring that provision for supporting them has clearer ownership.	ECR definition endorsed by University Research and Enterprise Committee, ECR Reps committee and Executive Board and then shared with research community.-Achieved Evidence: This definition has been approved through the Doctoral College Board which now has remit over ECR support. It has been disseminated widely and is in use for all HR EiR engagement with the ECR population.	The Doctoral College has taken a broad and inclusive approach to defining early career researchers (ECRs) to ensure continuing support for career development throughout the whole of the early career period. In short, ECRs include all members of staff who identify as a researcher in the early stages of their career. Below are some broad characteristics that define many people in this category of staff. • Commonly they are within 10 years of completing their doctorate. However, we acknowledge that this timeframe may be greater, especially for those who have had career breaks, or significant changes in career direction. • These members of staff are often on a fixed term contract linked to external research project funding, whose primary role is research. However, some members of research staff do have a permanent contract and still are in their early career period. Furthermore, there are people on	Achieved

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			various forms of teaching only and teaching and research contracts who are still consider themselves ECRs (sometimes referred to as ECAs), which we consider a subgroup of the broader term ECR. • We acknowledge and embrace the diversity of this group of staff and endeavour to provide training, support and advocacy for all according to their individual needs.	
2016_2	Produce a clear articulation of the aims and remit of the Graduate School.	Graduate School definition: remit and aims.-achieved Evidence: The Doctoral College website, https://www.surrey.ac.uk/doctoral-college	The new University of Surrey Doctoral College was officially launched in Dec 2016. The aims and remit of the Doctoral College includes supporting both PGRs and ECRs.	Achieved
2016_3	Investigate technical solution for the identification of ECRs within HR or other systems across the university.	Populations figures for ECRs tracked and corroborated through RDP and other informal tracking lists-achieved Evidence: a password protected list of all HR identified, plus self-identified ECRs, which is updated monthly.	Our broad definition of ECR has made this technically difficult. Our solution is to receive monthly updates from HR with a list new members of staff which are most likely to be ECRs based on their job roles, allowing people to opt out if they do not feel they are an ECR. Furthermore, we allow people to opt in if they feel they are an ECR. To do this we email other staff groups, such as new teaching fellows on a regular basis, and ask if they would like to be included in the ECR communications list. The Doctoral College maintains and updates this list regularly (~once a month).	Achieved

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2016_4	Increase the profile of existing ECR groups by making them a part of the University's research governance structure and a sub-structure of the decision making research committees. Encourage faculty engagement committees to exist and feed into the ECR reps committee.	Increased number of committees with ECR membership, and frequency of attendance by ECRs at committee meetings.-partly achieved Evidence: ECR forum has a formal reporting line through Doctoral College board to the University Research and Innovation Committee. There is ECR representation on Doctoral College board.	The University wide committee structure has been reorganised, and with it, the upward reporting for ECR support has been formalised and embedded. Both the University wide ECR reps forum and the HR EiR working group report into the Doctoral College Board. This committee has overall remit for ECRs and reports up to the University Research and Innovation Committee. Firming up the reporting line was critical as previously the ECR forum had no formal upward reporting. This new structure firmly embeds ECR issues in the upper committee infrastructure of the University. Moving forward it will be critical to ensure this infrastructure extends downward to faculty and departmental levels, to ensure universal support and greatest impact on ECRs daily work life.	Partly achieved and carried forward to action 2018_4
2016_5	Develop an ECR engagement and interaction plan to embed good practice from previous HR Excellence in Research Action Plans; describing how the University interacts with its	Engagement interaction plan is created and endorsed by the committees overseeing research/employability. Delivery of new engagement mechanisms which are monitored for use/engagement over 6 monthly periods CROS 2017 survey results.-Achieved, to be monitored and reviewed Evidence: • Created report – key points endorsed by the ECR reps forum.	Working with the ECR reps the new Doctoral College has developed an engagement and interaction plan that is diverse in the way in which it engages and communicates with ECRs. A key message that has come from the ECR community is that because the group is diverse, the ways in which we support them must be as well. As a result we have a dedicated a training programme for ECRs, 'Researcher Routes' which involves a variety of different types of training interactions, launched a	Main action achieved, action to monitor and evaluate impact of engagement 2018_6, and continue with communication and

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				engagement 2018_15
	ECR community and how this could be improved. The plan will be developed in conjunction with the ECR reps committee.	• Interaction plan in place, with a variety of interaction approaches. Doctoral College website area (https://www.surrey.ac.uk/doctoral-college/early-career-researchers) and VLE area dedicated to ECRs and their support. • ECR engagement numbers have grown considerably over the past two years as this programme has been implemented. In academic year 2015-2016 42 attendances; academic year 2016-2017 this rose to 310 attendances; and so far in 2017-2018 (2.5 months' data) we have 117 attendances. • One-to-one coaching invitations sent out to all new ECRs as of Spring 2017. Initial feedback on this scheme has been highly positive: Current data = 10/11 found useful. 11/11 should continue to offer. *'Absolutely brilliant general overview, with clear list of actions afterwards (which resulted me being appointed a senior mentor in my specialist field within 10 days)'* ECR participant in pilot coaching scheme.	programme in which all new ECRs are invited to an initial one-to-one coaching session, an ECR mentoring programme and events for ECRs to build their network. Communication is via email, VLE, website, quarterly newsletters as well as through ECR reps and the newly established Surrey Research Staff Association (SuRSA). As a result of this enhanced provision and better communication, our ECR engagement/attendance numbers have increased considerably (see evidence). The next phase of this action will be to evaluate the various components to determine effectiveness and benefit for ECRs.	
2016_6	Introduce university level awards for best practice in supervising and line-managing researchers with nominations from	Number of nominations received and the quality of those nominations- Carry action forward. Evidence: High quality applications were received for best supervisor (9 submissions). Our first place and runner up were submitted to the Times Higher competition.	This action is on-going as we were only able to offer awards for 'best supervisor' not best PI last academic year. This is in part because the national competition for Best Supervisor enabled us to couple our competition to that. We will carry forward the action to award a 'best practice in line-managing researchers'.	Action carried forward 2018_5

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	the researcher community.			
2016_7	Create and fill an "ECR academic representative" role for all 3 faculties to further represent the views of ECRs across their faculty, complementing the work of the ECR representatives and offering the added advantage of a longer term academic perspective.	A senior member of staff from each faculty designated with the duty of ensuring support for ECRs within their faculty.-Achieved. Evidence: New role of Associate Dean for Doctoral College encompasses ECR responsibility of faculties.	With the new Doctoral College initiative, faculty representative roles were created; Associate Dean for Doctoral College for each of the three faculties. This new role holds responsibility for representing the interest of ECRs equally to PGRs.	Achieved
2016_8	Review and evaluate current career support for ECRs from across the university.	Report provided with recommendations to University Research and Enterprise Committee. Achieved Evidence: Report was completed and it was recommended that researchers needed dedicated careers support.	As part of the Doctoral College initiative evidence was produced that there was a need for more careers/employability support for researchers.	Achieved

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2016_9	Investigate the business case for a dedicated PGR/ECR or ECR specific employability resource. This role would drive forward the evaluation of current provision and employability implementation plan.	Business case with accompanying job purpose submitted and approved by the University of Surrey. Evidence: A dedicated resource was recruited to support employability for ECRs/PGRs as of Jan 2017. Since February 2017 a provision of 8 1:1 careers appointments have been on offer per week, and 26 individual ECRs have requested and received 1 or more of these. Additionally, a suite of 6 workshops have been created, with additional client-led seminars developed (33 sessions in total) to which ECRs are invited to attend.	We have obtained 1.0 FTE careers advisor to support researchers. Specific targets for careers support are now embedded in action 2018_4.	Achieved
2016_10	Bringing together good practice in professional development support (i.e. training, mentoring, etc), develop an employability implementation plan. The plan will look to action the findings of the evaluation conducted in action 2016_8. The plan will consider:	Employability implementation plan is created and endorsed by the committees overseeing research/employability, Delivery of new employability resources (as articulated in the plan) Qualitative feedback of researchers actively engaged in network Feedback in PIRLS/CROS, staff survey and appraisals Evidence: 1) Careers area on Doctoral College VLE. 2) 52 ECRs have been mentored since Oct 2016 3) A new 'Career Smart' framework launched to help researchers identify provision they want/need at different stages of their career journey. Bespoke resources and workshops developed	There is progress on this action, however, much of it will be carried forward and broken up into multiple specific actions. Progress so far: 1) There is a careers area on the Doctoral College VLE, with materials to support ECR career development. This will be expanded and is now part of action 2018_7 2) ECR mentoring programme was established. This will be continued and evaluated as part of action 2018_8 3) Suite of workshops developed and delivered by May 2017 (on-going	Carried forward in actions 2018_7, 2018_8, 2018_9, 2018_10

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	Development of an ECR Employability toolkit Development of case studies for researcher career paths from University of Surrey researchers Embedding the ECR mentoring programme through exposure of case study examples Expand on the use of employers/industry in employability skills training for ECRs Development of an ECR network of current researchers and those no longer at Surrey Protected/allocated time for	and delivered to aid researchers at each stage 4) A new 'Career Smart' toolkit of exercises and thought experiments launched within the Surrey VLE for researchers to work through at their own pace – taking them through the framework.	re-delivery). Career Smart framework launched July 2017. New web area with specially created resources (leaflets & pearltree bundles) referencing CareerSmart Framework "live" from August 2017. 4) Toolkit being developed and deployed incrementally within VLE. Careers support action continued in action 2018_7 5) Action supporting the development of a network of former University ECRs carried forward in action 2018_9 6) Action supporting protected time for researchers carried forward in action 2018_10	

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	professional development			
2016_11 **ECR input needed on how to carry forward.**	Develop an annual ECR focused event exploring Multidisciplinary research, encouraging researchers to think outside of the topic/area of their Principal Investigator, recognise industry/funder focus and engage	Attendance which includes proportional representation across all faculties, aim to attract 10 ECRs per faculty. Feedback forms and email follow-up assessed for impact of event and ideas for future events. Evidence: Events attracted ECR leadership and participation for all faculties with over 50 ECRs participating in a range of different events throughout the year. Capturing full ECR engagement has been challenging however, as different activities have been administrated differently. Furthermore, follow up feedback requests yielded little	This action is partly achieved. We have had a variety of events in academic year 2016-2017 and will continue to hold events into 2017-2018. 1) ECRs and their research have prominently been featured in the Discoveries on Your Doorstep Series this year. The series has feature research around specific multidisciplinary themes identified in the University's research strategy, with a format that has brought together researchers across discipline and career stages with local business and members of the public with an interest in these themes. >75% of the presentations and posters	Partly achieved. Follow on actions 2018_11 regarding new events/opportunities and evaluation of them. 2018_12 with regards to better tracking of ECR

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	in the University's research themes.	response. Updated actions will attempt to address these issues.	in these events were delivered by people in the early stages of their career (PGR, ECR, ECA). A key feature is these newer researchers were showcase on an equal platform to that of more senior academic staff. 2) ECRs have been key organisers and participants in the newly launched Doctoral College conference, which showcases ECR and PGR research across the University. This conference was themed around the University's three interdisciplinary global challenges. Moving forward we are looking at ways to capture overall participation numbers and evaluation of participation in these events better.	participation in development al activities.
2016_12	Increased cross sectorial working – non-academics on mentoring scheme, industry speakers invited in.	Currently 12 non-academic mentors, aim for 25% increase.-achieved, to be continued 5 non-academic industry speakers invited to engage with ECRs each year. Not achieved. Evidence: There are 64 non-academic mentors available for ECRs or PGRs to be paired with, from a range of sectors.	The employer mentoring programme has met its targets for increased ECR engagement, although there is still significant room for growth, as well as the need for evaluation of impact. The non-academic industry speakers has not been met, but is being planned for future by the new careers advisors.	Action carried forward See 2018_8, which will address ECR mentoring as a whole. And action 2018_7 which will

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				address career support as a whole, including industrial speakers.
		Currently 17 ECRs are paired with a non-academic mentor, a 30% increase in uptake of this programme by ECRs.		
2016_13 **Discuss with Gill F and Harriet B how we should move this forward. Action Sue S**	Develop and roll out an Impact handbook for researchers to complement other impact activities.	• 50% increase in ECR community engagement in Public Engagement Forum, • 10% increase in ECR community attendance at impact training events/workshops (need baseline) Evidence: • Booklet created will be distributed to ECRs in the New Year. • 28 ECRs attended 'Inspiring Impact' sessions. • Unfortunately we have not met our target of increasing ECR involvement in Public Engagement Forum activities.	2016-17: 3 impact training sessions and held the inaugural 'Inspiring Impact' event. 28 ECRs attended, this will be used as a baseline against which we will aim to increase in 2017-18. ECR reps members and focus group participants have been asked about low ECR engagement in Public Engagement and Impact activities. Two main themes arise; lack of time and lack of support and recognition for these activities which will be addressed in specific new actions.	Not Achieved. Action modified and expanded to address underlying problems in 2018_10 addressing protected time and 2018_13 addressing support and recognition
2016_14 **Julie Y and Carol to think about specific actions that best link good**	Retain bronze Athena Swan award for the University of Surrey	Award outcome Evidence: New submission has been completed and submitted Nov 2017. We await outcome in April 2017.	The renewal of the Bronze Award was not successful and the University was granted a grace period of one year. Considerable effort and resource was allocated to Athena SWAN, including the appointment of an academic Director of Equality, Diversity and Inclusion (EDI) such that a much stronger submission with an ambitious Action Plan was submitted in November 2017.	Action carried over to 2018_14

practice in HR EiR and AS				
2016_15	Continue to apply for gold, silver and bronze Athena Swan awards increasing coverage across the university	All Departments holding a Bronze Award, with some targeting higher Awards, by the end of 2020.	Currently, 5 Departments hold a Bronze Award and Physics holds a Juno Practictioner Award. The School of Biosciences and Medicine achieved the University's first Silver, having submitted in April 2017, Eight Departments will submit to for a Bronze (six) or Silver (two) in 2018.	Action carried over to 2018_14
2016_16	Continue to capture ECR views of existing support, delivery of actions articulated in the HR Excellence in Research action plan to inform focus of future plans. Including participation in PIRLS/CROS 2017	Feedback from PIRLS/CROS or staff survey, 25% increase in ECR engagement in surveys. Evidence: There were 97 total respondents, against 12 in 2015.	In 2017, the CROS return rate was much higher than 2015, this has allowed us to take issues highlighted in this CROS data to specific focus group sessions, and greatly informing this new action plan. Actions based on CROS data are clearly indicated in the new action plan. Because of this relative success we will continue to use the CROS survey and attempt to increase engagement further in 2019.	Achieved, action to continue the CROS 2018_15
2016_17	Establish Research Governance Committee with oversight of HR Excellence in Research Plan, Athena Swan and	Terms of Reference for new Governance Committee include HR Excellence, Identification of actions that complement or contribute to HR Excellence Evidence: Carol Spencely, ECR lead, sits on AS Board and hence makes sure that issues pertinent to ECRs are brought to the Board's	Specific committee members from both the HR EiR working group and the Athena Swan working group, sit on both groups to ensure synergy of initiatives.	Achieved

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	other cross-cutting initiatives and concordats.	attention. Furthermore, Julie Yeoman's, academic lead for Equality and Diversity, is a member of the HR EiR WG, ensuring strategies are aligned.		
2016_18	Review the action plan in light of Graduate School, research strategy developments, adding actions and updating progress periodically.	Reports to University Research and Enterprise Committee (UREC) Data collected from ECR community monitored and actions taken - Equality analysis conducted Evidence: HR EiR WG provides a specific report in to each Doctoral College Board meeting. In turn any issues arising are taken forward to the newly restructured University Research and Innovation Committee.	The clear ECR remit of the new Doctoral College alongside the strengthened reporting line for HR EiR has enabled more effective working and a more joined up approach across the University. The focus of the next two years will be on strengthening the downward reporting lines.	Achieved, action advancing this further is now 2018_16

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