

## University of Surrey HR Excellence Action Plan: Summary of New and On-going Actions

### Principle 1: RECRUITMENT & SELECTION

Action	Previous Related Action(s)	Success indicators	Lead	Next steps to progress actions	Initial Review Deadline	Final Review Deadline
1 Undertake an Equality Pay Audit	1.2a, 1.5a	Audit report detailing findings/recommendations from Equal Pay Audit.	Human Resources	Human Resources, Equality & Diversity and the unions to work collaboratively in undertaking an Equality Pay Audit.	Review completed by Dec 2014	Dec-14
2 Further develop Temporary Employee Policy	1.3a	Implementation of a revised policy.	Human Resources	Human Resources and unions to develop the Temporary Employee Policy by working together focusing on the employment of research staff across the University.	Policy completed by Dec 2014	After policy is implemented review Annually.

### Principle 2: RECOGNITION & VALUE

Action	Previous Related Action(s)	Success indicators	Lead	Next steps to progress actions	Initial Review Deadline	Final Review Deadline
3 Enhance the researcher culture across the University so that PGRs and ECRs feel integrated in to the University's researcher community.	New Action based on CROS and PRES results and researcher input	1) More researchers on the PRES and CROS indicated they feel integrated into/satisfied with the University's researcher community and culture. Currently 60% and 66% respectively; target >70%. 2) Increased PGR and ECR participation in University wide activities and events (target 15% increase).	DVC of Research and Innovation	Review the current structure and scope of researcher support and provision to determine a strategy for enhancing the University's researcher community.	Nov-14	Jan-16
4 Introduce a new Researcher specific induction to help researchers settle and develop as effectively as possible.	2.1b, 3.6b, 3.8a	Introduction of a Researcher specific Induction.	Staff Development	Review and develop new induction programme specifically for researchers	Continuous review of feedback, Annual review of new induction starting Nov 2014	Jan-16
5 Assess and reward good line manager performances in managing, appraising and developing researchers.	2.3a	Really good practice in managing, appraising and developing researchers is identified	Staff Development	Ensure managers understand their responsibilities in performance managing researchers.	Nov 2014, and review annually	Jan-16
6 Augment the leadership and management development suite to ensure the leadership of researchers is covered.	2.3a	Development and embedding of a leadership and management programme for staff leading research teams.	Staff Development	Develop and introduce a programme focusing on the skills of managing and leading research teams.	Nov 2014, and review annually	Jan-16

### Principles 3 & 4: SUPPORT & CAREER DEVELOPMENT

Action	Previous Related Action(s)	Success indicators	Lead	Next steps to progress actions	Initial Review Deadline	Final Review Deadline
7 Careers Development for Researchers has made a great deal of progress since Surrey achieved its HR Excellence badge. In Autumn 2013, Careers underwent a restructure. Therefore, the HR Excellence Committee must ensure that the excellence in support of researchers that has been established is maintained. Provision should be reviewed annually with immediate action to be taken if the success indicators are not being met at the time of review.	1.4; 2.1b,c,d; 2.3c ,d; 3.1a,b,c, f; 3.3b; 3.5b; 3.6c; 3.8c,d; 3.10c; 5.6b	1) Maintain levels of researcher uptake of careers provision. 2) Continued positive feedback from researchers about the quality of provision.	Careers	Uptake data and feedback must be collected and presented to HR Excellence committee.	Initial Review Deadline, June 2014. Review annually thereafter.	Jan-16
8 Create a University wide coordinated approach to employer engagement with researchers. Ensure that researchers at all levels have access to a variety of opportunities to engage with employers; such as networking events, employer mentoring, job shadowing, short and longer term work experiences.	3.1d; 3.2a &c; 3.4a	1) Establish a University-wide procedure by which researchers and business/employers can find out about each other, building on the Employer's Connections Network. 2) Researchers at all stages increasing the amount of contact they have with employers and businesses; at least 15% increase in attendance at networking events and workshops, and 15% increase in job shadowing and short work experience.	Researcher Development, Entrepreneur in Residence and Associate Dean for Entrepreneurship and Innovation.	An Employer's network of 95 people has been established and initial events have started to take place. This should continue to be supported. Create a working group that can capture better current practice, and share good practice across the Universities. Encourage researchers to create _connect profiles.	Initial meeting of working group, by May 2014. Review every six months as this is an area of new development.	Jan-16

9	The DHE Programme to enhance academic practice including researcher supervision are under development as a Postgraduate Diploma/Masters.	3.6b	1) Programme established and open for registration 2) Researchers enrolling on programme.	Department of Higher Education	This is well on its way to being fully developed. Anticipated first cohort in Autumn 2014	Programme established by Sept 2014. Monitor enrolment annually, thereafter.	Jan-16
10	Professional development opportunities to be publicised and supported by senior faculty members, with ECRs encouraged to take up to 10 days per year for their personal / professional development	3.9c, 5.4	1) Increased number of researcher reporting that they are encouraged to engage in professional development in the CROS 2) Department heads ensuring that both academic staff and research staff members are aware that the departments support the professional development of researchers. 3) Better lines of communication between department heads and the providers of professional development for researchers.	Faculties	CROS 2013 indicates that currently 71% of research staff members feel encouraged to participate in professional development. Next steps are to establish areas of good practice and share this with department heads.	Sept 2014, review every six months to ensure strengthened communication becomes part of the culture.	Jan-16
11	Integrate and include researchers in academic and staff meetings and on faculty and University committees, especially those that make decisions which effect researchers. Nomination on such committee should be done in a fair and transparent way.	3.13a, 3.13b	1) increased staff attendance at staff meetings as documented by CROS, staff surveys and qualitative reports. 2) Increase presence of researchers on University wide committees. Specifically at least ECR on all Faculty committees dealing with research and PGR representation on Faculty Graduate School (or equivalent), numbers depend on PGR population and number of programmes.	Faculties and Committees	To progress this action we need to engage with departmental heads and identify University wide good practice, which should then be shared. We also must identify the committees which would be most appropriate for researchers to sit on (i.e. have the most impact on the researchers themselves or help to advance their career development).	Review numbers of ECRs on committees by Sept 2014 to determine if action is on target. Review annually to ensure increased trend in participation is sustained.	Jan-16
12	Expand the good practice in mentoring which has been established during the first two years of HR Excellence, making these opportunities available to the wider researcher community. Particular focus should be for ECRs.	3.8a, 3.14a	1) Expansion of mentoring provision in terms of increased opportunity and increased uptake. 2) Positive feedback about the effect of mentoring on researchers career and professional development.	Staff Development and Researcher Development working with Faculties	Create a working group to share good practice in mentoring across the campus. Prepare guidelines/recommendations for researchers and mentors on how to establish and maintain mentoring relationships. Create a strategic plan which would make mentoring opportunities more widely available to ECRs.	Creation of working group by summer 2014, guidelines and strategic plan by Jan 2015	Jan-16
13	Provide opportunities for PGRs, ECRs and academics to develop mentoring skills.	New Action based on CROS and PRES results and researcher input	1) A programme of flexible events and training to develop specific mentoring skills. 2) Researcher participation in this training programme.	Staff Development and Researcher Development	Identify all mentoring skills support available on campus. Determine the needs of researchers and how these match with available training.	June 2014, and continue to monitor training uptake annually	Jan-16
14	Increase opportunities for researchers to establish multidisciplinary networks and collaboration, and provide activities and events which inspire researcher creativity, supporting the University's new Collaboration Surrey Initiative.	3.2b	1) ECR engagement with the Collaboration Surrey initiative. 2) ECR uptake of events designed to encourage collaboration and creativity. 3) Increased multidisciplinary research projects and funding bids. (have to establish baseline, before specific % can be applied to this target, action strategic working group).	RDP and Collaboration Surrey	Establish a strategic working group on multidisciplinary collaboration and creativity to inform University strategy on teaching and research at senior management level. Plan a series of events to support creativity and collaborations	Establishment of Strategic working group by Jun 2014, review every 6 months as initiative is at an early stage.	Jan-16

### Principle 5: RESEARCHERS RESPONSIBILITIES

Action	Previous Related Action(s)	Success indicators	Lead	Next steps to progress actions	Initial Review Deadline	Final Review Deadline	
15	Ensure that the principles of the Concordant for Researcher Integrity are embedded in to University procedures and policy and that all researchers are aware of their responsibilities.	Extension of 5.1a, based on University initiative to ensure awareness and compliance with Concordant for Researcher Integrity	1) University policy and procedures are all aligned with the Concordant for Researcher Integrity. 2) There is evidence that researchers at all levels are aware of their responsibilities.	Research Enterprise support	Research Integrity Co0mmittee creating an action plan to ensure concordat principles are embedded.	April 2014 initial audit, review from that date to ensure continued best practice and increased awareness.	Jan-16

16	Ensure all ECRs are aware that they need to take ownership of their career development and have the tools to plan and document their professional development.	3.7a	1) In CROS, more researchers report taking ownership of their own career development. 2) In CROS more researchers report keeping record of their professional development 3) Qualitative reports indicate ECRs are confident in planning their professional development 4) More ECRs engage in career development and employability training and support opportunities (>15% increase).	Researcher Development and Staff Development	Create and deliver researcher specific inductions (as per above action) with understanding how to take control of your career development as a key learning objective. Determine the most effective way to communicate the variety of opportunities Surrey researcher have to enhance their experience and CVs.	Sept 2014 and review uptake annually	Jan-16
17	Increase researchers understanding of the importance of their role in research impact, knowledge exchange, public engagement and influencing policy and valuing ECRs contribution to these activities.	New Action based on CROS results	1) Create a suite of training to raise researchers awareness of these issues and why they are important. 2) ERCs engagement with training programme. 3) Increased researcher participation in public engagement and knowledge exchange. 4) Greater percentage of researchers reporting that they are recognised and valued for contributing to these activities (CROS 2013 indicated that ~50% of ECRs did not feel these activities are applicable to them).	Researcher Development and Research Enterprise support	Determine training already available in the University and where gaps lie. Put together suite of training. Create a website to advertise public engagement at the University and various opportunities. Look at possibility of an award scheme to recognise ECRs who are contributing to these activities.	June 2014 determine specific gaps and plan for training, review progress every six months during implementation stage.	Jan-16

### Principle 6: EQUALITY & DIVERSITY

Action	Previous Related Action(s)	Success indicators	Lead	Next steps to progress actions	Initial Review Deadline	Final Review Deadline	
18	Equality & Diversity plans embedded within the University Strategy, i.e. HR Strategy, Equality Scheme.	6.1a	Plans in place and embedded within strategies.	Equality & Diversity	Review annually Equality & Diversity plans to ensure they are aligned to University Strategy and HR Strategy.	Achieved and due for review Oct 2014 and annually thereafter.	Jan-16
19	Ensure that targeted equality training is undertaken by all researchers.	6.1b	All researchers are offered equality training. Reviewed on an annual basis.	Staff Development	E&D to work collaboratively with Staff Development to ensure that effective and targeted equality training is undertaken by all researchers.	Training is in place and uptake is monitored annually	Jan-16
20	Review Equality Analysis of Research Practices to ensure they meet the particular needs and diverse circumstances of all staff groups, in conjunction with HR.	6.3a, 6.8a	Staff group needs are met.	Human Resources	Quantitative and qualitative analysis of data and actions captured within the equality analysis.	Equality Analysis procedures in place and will be embedded across research areas by 2016.	Jan-16
21	Implement 2014 Athena SWAN Departmental Programme Plan.	6.10a	Six Departments having submitted applications for Athena SWAN Departmental awards.	Athena SWAN Project Manager	Athena SWAN Project Manager to continue to work with Departments in preparing Athena SWAN submissions.	Departmental Programme plan instigated. Two departments due to submit by April 2014 and 6 more by November 2014.	Dec-14
22	All STEMM Schools/Departments to have applied for Athena SWAN Departmental Awards.	6.10a	All STEMM departments across the University to have submitted an application for Athena SWAN Departmental Award.	Athena SWAN Project Manager	Athena SWAN Project Manager to continue to work with remaining STEMM Departments in preparing Athena SWAN submissions.	Remaining STEMM departments to submit applications by Nov 2015.	Dec-15

### Principle 7: IMPLEMENTATION & REVIEW

Action	Previous Related Action(s)	Success indicators	Lead	Next steps to progress actions	Initial Review Deadline	Final Review Deadline	
23	Analysis of PIRLS 2013 to be completed and fed into action plan.	7.1c	A number of recommendations resulting from PIRLS 2014	Research and Innovations Support	Make recommendations to address issues identified through the analysis of the PIRLS 2013 survey data.	Analyse data by June 2014 identifying gaps and making recommendations to address them with on-going review.	Jan-16
24	Ensure HR Excellence action plan is aligned to other University action plans such as Research Integrity, Athena SWAN to enable strategic alignment.	7.1a, 7.1b, 7.2a, 7.3a, 7.4a	Joined up governance of University action plans	HR Excellence Working Group	Review action plans to ensure they complement each other are joined up and aligned to University's aims and objectives.	Research Governance Committee will review action plans relating to research activity by June 2014 and review annually thereafter.	Jan-16