

# University of Surrey HR Excellence in Research 2020-2024 Backwards Action Plan

**Context** | The University of Surrey is a research-intensive institution with twenty-three research active Departments/Schools/Centres within three faculties: the Faculty of Engineering and Physical Sciences (FEPS), the Faculty of Health and Medical Sciences (FHMS) and the Faculty of Arts, Business and Social Sciences (FABSS). The University [continues to refine and deliver on its Research and Innovation Strategy](#) to drive the economic and societal benefit of Surrey's research. Central to this strategy is fostering an inspiring researcher community dedicated to the career development of early career researchers (ECRs). This includes dedicated provision for Postgraduate Research students (PGRs) through the University's [Doctoral College](#) and a **new initiative to support ECRs** (defined here as those who have completed their PhD (or equivalent) and are either transitioning to a professional academic career, or to a career beyond academia) **called the "ECR Academy"**. From 2024/25 onwards, the ECR Academy will be responsible for our HR Excellence in Research (HREiR) process. As part of this change, the work of the "HR Excellence in Research Working Group (HREiR WG)" has moved within the remit of the ECR Academy under a new "ECR Working Group" that is chaired by a new academic "ECR Lead" role and includes representation from the three faculty Associate Deans of Research and Innovation (ADRI), an ECR Representative, and all three Faculty Research and Innovation Offices (FRIOs). The ECR Forum remains active, as previously, comprising the ECR Lead and ECR Representatives from each Department/School/Centre within the University. The ECR Lead and ECR Working Group ensure that the University's strategy for supporting research staff align with the Principles of the Concordat, and work to embed the HREiR process within the University's research infrastructure.

University of Surrey has approximately 400 members of research staff who are contracted to work either solely or primarily on research, across a wide range of disciplines with a variety of contract types at various stages in their career. This HREiR action plan is intended to inclusively support this varied population. Whilst we take this inclusive approach, we do appreciate that ECRs on fixed term contracts have very specific support and development needs. Therefore, when appropriate, specific actions have been targeted solely to benefit this staff category, ensuring that their unique career development needs are being met. All HREiR documentation is currently available on the [Doctoral College Website](#) and will move to a new "ECR Academy" website slated to go live in May 2025, following the formal launch of the Academy in February 2025.

This plan was initially developed at a transition period between the 2008 and 2019 Concordats. To ensure it is a progressive plan we have mapped all actions, not only against the 2008 Concordat, with links to our previous action plan where activity is a continuation of previous actions, but also against the 2019 Concordat. This is a four-year plan in its vision. However, it is recognised that by the next review the transition to the 2019 Concordat will be complete, therefore, targets are primarily (although not exclusively) set for the review period. Following the next review, it is anticipated that the 2019 Concordat will be fully embedded in our HREiR review structure.

Acronyms	
ECR- Early Career Researcher	DC- Doctoral College
HREiR- HR Excellence in Research	URIC- University Research and Innovation Committee
FRIO- Faculty Research & Innovation Office	RDP- Researcher Development Programme
PDR- Professional Development Review (formerly the staff Appraisal)	CROS- Careers in Research Online Survey (replaced by CEDARS)
FEPS- Faculty of Engineering and Physical Science	FTC- Fixed term contract
FHMS- Faculty of Health and Medical Science	HR-Human Resources
FASS- Faculty of Arts and Social Sciences	ADRI- Associate Dean of Research & Innovation
CEDARS- Culture, Empl. & Development of Academic Researchers Survey	

2020 Action Reference number (related 2018 action)	Action	Success measures	Primary Contact/Responsible Person(s)	Timescale	Link to 2019 Concordat	Progress Update
<b>Principles 1 &amp; 2</b>						
<b>2020_1</b> (linked to 2018_1)	<b>Recruitment</b> All managers involved in recruiting research staff must have undergone unconscious bias training prior to conducting interviews.	Virtual and face to face training available to meet demand of all staff.  Only those who have undertaken unconscious bias training will be able to be involved in interviews for research staff.	HR	Training available to meet demand Jan 2020.  Policy in place April 2020.  Review of policy Oct 2021	Employment Institution 1; Manager 1 & 3	<b>Achieved</b> Workshops focused on unconscious bias training form part of the compulsory university induction programme that covers all staff, including managers of researchers and staff involved in recruitment of researchers.  Undertaking the unconscious bias e-learning module is required for all staff as part of their induction. Staff involved in recruitment are required to also undertake a face-to-face anti-bias workshop.
<b>2020_2</b> (linked to action 2018_2)	<b>Appraisal Action:</b> Review the appraisal process for research staff to ensure it encompasses personal and professional development.  Undertake consultation with research staff and their managers to ensure alignment of appraisal practice with the research strategy and HR policy.  Following the review of appraisal and consultation, develop a series of actions for improving the appraisal process where necessary.	<b>Success Measures:</b> Consultation report on research staff appraisal (with strong research staff input) produced with specific recommendations.  Actions to improve appraisal implemented.  >80% research staff undertaking new appraisal by 2022.  CROS scores for overall usefulness of appraisal, increasing year on year after implementation of the new system. Current score is 69%, aim is to hit 80% by 2024.	HR	<b>Timeline</b> Review and consultation on research staff appraisal completed Jan 2021. New Appraisal Actions implemented Jan 2022.  Initial survey of usefulness in Oct 2023.  Review impact of changes following CROS 2023.	Employment Institution 5	<b>Achieved</b> Work in this area coincided with the beginning of the COVID-19 pandemic and was therefore subject to disruption. For appraisals in 2020/21, a light touch approach was instigated for all staff. HR led a consultation with the Unions regarding changes to the appraisal process, consulting widely across the University, researchers included.  Following the above consultation, a new "Professional Development Review" (PDR) process was rolled out at the beginning of the 2022/23 academic year to replace the former "Appraisal" process. All research staff are now required to engage with the PDR process, which now has more of a focus on development than the former 'appraisal' form.  Unfortunately, CROS scores are not available after 2019 as CROS was replaced by CEDARS (see 2020_16). The overall satisfaction with the PDR in CEDARS was 63% in 2020, falling to 42% in 2023 (the survey was not run in 2021/22). Looking ahead, we will add a question on this to the new yearly ECR Survey to measure and further improve the PDR (2024), and to better understand why satisfaction with the new PDR process is falling.
<b>2020_3</b> (linked to action 2018_5)	<b>Promotion and recognition Action:</b> Complementing the work on appraisal, a review of researcher recognition and promotion will also take place.  We will link recognition and promotion to the appraisal process and will create a clear and transparent policy for promotion of research staff.	<b>Success Measures:</b> A clear policy of recognition and promotion of research staff linked to appraisal.  Baseline data collected by tracking number of people applying for promotion and succeeding in promotion, with attention to equality and diversity issues.	HR	Policy by 2022.  Initial data and new targets by 2024.	Employment Institution 3 and 5	<b>Achieved</b> The promotions process at Surrey underwent a full review led by HR and the Provost that completed in 2023. The new promotions guidelines include reference to researcher promotions, relevant for much of our ECR community. HR now run promotions workshops which highlight to ECRs that they can apply. A new "one-stop-shop" web portal – the ECRWiki – has been created as part of the new ECR Academy initiative (2024) to ensure that ECRs can easily find this information.

		Create new targets for promotion based on the initial data to increase the number of research staff members who successfully apply for promotion.				
<b>Principles 3 &amp; 4</b>						
<b>2020_4</b> <b>(linked to 2018_6)</b>	<p><b>Induction</b> Do a complete audit of induction for researchers across the University, from department to University level. Identify and share good practice.</p> <p>Create a University wide research induction package from acceptance of appointment to end of probation. This plan should include an alignment of University, research-specific, Doctoral College and faculty/department induction activities. Throughout this induction period researchers have open transparent access to all relevant institutional policies, procedures and practices researcher may need to understand to undertake their role and develop their career. This should include clear understanding of how research staff are represented within the University committee structures, and how they can feedback into the system to identify problems and make improvements.</p> <p>Create best practice guidance for departments on researcher induction, which clearly defines expectations of the Institution, managers and the researchers themselves.</p>	<p><b>Success Measures:</b> 95% new members of staff reporting having had an induction.</p> <p>By CROS 2023, have increased our score for effectiveness of induction by 15% at both institution (currently 59% positive) and department/faculty (currently 48% positive) level.</p>	ECR Academy, HR	<p>Review of current induction procedures by October 2020.</p> <p>New induction procedures launched in Jan 2021, with initial feedback collected.</p> <p>Undertake an evaluation of changes Sept 2021 and Sept 2022.</p>	<p>Employment, Institution 2</p> <p>Environment and Culture, institution 2</p>	<p><b>Achieved</b> A University wide induction package, specifically for researchers has now been rolled out. A new, monthly, 'Welcome to Surrey' event for all staff has been developed and rolled out (2023), with input from Executive Board members, the Strategy team, HR, H&amp;S; Wellbeing and Welfare: EDI; IT and L&amp;D teams (having been reviewed, adapted and amended into its current format). These new events have been attended by 306 ECRs since 2023 and received positive evaluations so far (76% satisfied).</p> <p>In addition, in consultation with the ECR Forum the DC developed a specific workshop tailored to inducting ECRs into university life and support available at Surrey. The first session ran on 14/03/22. Based on feedback from ECRs, this workshop then evolved into regular ECR Coffee Meet Ups to enable information to be disseminated but also provide space for ECRs to connect. Four such Coffee meetup were held between Sept 2022 and March 2023. Following the appointment of a new ECR Lead in October 2023, the ECR coffee meets now run more frequently, on the 28<sup>th</sup> of each month.</p> <p>Unfortunately, the CROS survey was replaced by CEDARS in 2019 (see 2020_16) and so we were not able to monitor the effectiveness of the ECR induction. We will add a question on this to our new annual ECR Survey from 2024 onwards.</p>
<b>2020_5</b> <b>(new)</b>	<p><b>Researcher Development &amp; Training Forum</b> Create a Researcher Training Forum to strategically oversee researcher development and training across the University, bringing together all research training across the University (inclusive of professional services and faculty). This committee will also identify gaps in training provision and ensure quality of training. It will report into the HREiR WG (soon to be the Concordat Strategy Committee, see action 2020_17).</p>	<p>Active committee, meeting at least twice a year and feeding into the Concordat Strategy Committee.</p> <p>Research staff training needs analysis across the University completed.</p> <p>Gap analysis of training offered against strategic demands and researcher needs.</p>	ECR Academy	<p>Committee formed Jan 2020</p> <p>Audit of all training and gap analysis against needs and strategic drivers with development plan in place Nov 2020.</p> <p>New website developed Apr 2021.</p>	Professional and Career Development Institution 1, 4 & 6	<p><b>Achieved</b> The Researcher Development Training Forum was created to ensure wider engagement with and recognise the range of staff development opportunities. This evolved into a pan University Learning &amp; Development (L&amp;D) Best Practice Group, led by L&amp;D unit. From 2024 onwards, bespoke training provision for ECRs will be managed and delivered by the new ECR Academy, augmented by training also available through the HR learning &amp; development team and the Doctoral College.</p> <p>A pan-University ECR survey was run in December 2023 to determine and prioritise training needs for the ECR community, to be delivered by the ECR Academy. This led to a new package of training that is being rolled out through 2024. The first two training</p>

	Once all training is identified, create a unified website and communication strategy so that research staff can easily identify and register for training.	<p>Updated suite of training launched.</p> <p>Creation of website that is utilised by research staff (baseline hit rate established, then set specific goals for increased usage).</p> <p>Establish baseline research staff training participation across the University, with a target of at least 90% of research staff engaged in some University training during their time at Surrey.</p>		<p>Gaps in training provision complete with new full suite of training available Dec 2021.</p> <p>Annual review of feedback and participation 2022, 2023, 2024.</p>		<p>sessions (on "Research Strategy" and "Turning your Research into Impact") have already been run, with 100% positive feedback so far. Uptake and feedback data on this new training will be stored and reported via the ECR Working Group, the ECR Forum and the new ECR web-portal, the ECRWiki.</p> <p>In addition to the ECR-specific training delivered through the ECR Academy, new line manager training has been rolled out to all staff, including ECRs. Learning and development opportunities are also available to ECRs provided by Surrey's Learning &amp; Development team. This includes a range of face to face and online workshops focused on management skills and wellbeing and access to LinkedIn Learning platform that provides a wide variety of technical, personal and professional development learning resources.</p> <p>Training is promoted to ECRs, and training materials made available, through a new, dedicated, ECR web-portal as part of the ECR Academy, the ECRWiki.</p>
<b>2020_6 (new)</b>	<b>Leadership and Management training</b> Create a suite of leadership and management training and developmental opportunities for research staff. Also develop a suite of leadership and management training for managers of research staff focused on effective management for career development.	<p>Suites of training created.</p> <p>Measures of baseline engagement rates and feedback collected.</p> <p>Targets for increased engagement and any enhancements set.</p>	ECR Academy	<p>Training Suites in place by Jan 2021.</p> <p>Initial engagement and feedback reported Oct 2021.</p> <p>New targets set Jan 2022.</p> <p>Review annually.</p>	<p>Employment, Institution 4</p> <p>Professional and Career Development, Institution 2 and 4</p>	<p><b>Ongoing</b></p> <p>Recommended Leadership Learning Pathways are available to ECRs via the LinkedIn Learning Platform, open to all staff. This is advertised to ECRs via the ECRWiki web-portal.</p> <p>Leadership and management training dedicated to ECRs will also be delivered as part of the new ECR Academy training programme that is being rolled out through 2024/25. The L&amp;D team in HR were commissioned to design a 2-day programme targeted to ECRs; this was delivered to ~20 Surrey Future Fellows in March 2025. This activity will be further developed via e.g. PCDI4 in the 2024-27 Plan.</p>
<b>2020_7 (linked to 2018_6 &amp; 7)</b>	<b>Professional &amp; Career Development</b> (a) Develop the Employability & Engagement Strategy for the Doctoral College, ensuring alignment with the Research and Innovation Strategy and the 2019 Concordat expectations.  (b) Investigate and explore work placement/ internship options for research staff e.g. secondments.  (c) Evaluate research staff involvement in mentoring to include review of processes, engagement and impact. Use findings to develop the programme increase research staff engagement.	<p>Strategy developed.</p> <p>A programme of options and streamlined process for research staff placements/internships created.</p> <p>Start to capture research staff experiences with placements and internships, to demonstrate benefits to both the research staff and to the greater research community.</p> <p>Action Plan for increasing research staff engagement in mentoring programmes. 10% increase in uptake.</p>	ECR Academy	<p>Employability and Engagement Strategy for DC in place by Jan 2021.</p> <p>Placement options and processes widely available to research staff Jan 2022.</p> <p>Impact feedback from research staff who have undertaken placements Jan 2024.</p> <p>Action plan for increasing</p>	<p>Professional and Career Development, Institution 3, 5 and 6; Managers 2</p>	<p><b>Ongoing</b></p> <p>(a) The development of a separate Employability &amp; Engagement Strategy for the Doctoral College was paused as the University considered the development of a pan university Employability strategy. This was superseded by the revised Student Experience Sub Strategy (2021 – 2024) which includes employability: <a href="https://www.surrey.ac.uk/about/strategy/student-experience">https://www.surrey.ac.uk/about/strategy/student-experience</a>.</p> <p>By late 2024, with the creation of the ECR Academy, the employment &amp; engagement strategy came to fall under the Future Directions pillar of the ECR Academy strategy, which was approved by the PVCRI. Proposed actions to implement the strategy can be found in PCDI3 and PCDR3 of the 2024-27 Action Plan.</p> <p>(b) A Doctoral College PGR Placement Framework was successfully implemented, including guidelines and processes. This work has proved invaluable for the early scoping work that has taken place investigating work placement/secondments for research staff. Although the objectives of investigating and</p>

				research staff engagement with mentoring Oct 2020		<p>exploring this activity were therefore met, the outcome of the scoping work as of early 2025 is that the university's ECR Commercialisation Fellowships (4 ECRs per year at 20% FTE) largely meet the limited appetite for placements among ECR staff, and the running of regular events with external/industry guests (PCDI3, PCDR2) will be prioritised instead.</p> <p>(c) Mentoring of ECRs and PGRs are important aspects of the University support system. Therefore, two schemes currently administered by the Doctoral College are open to ECRs. The employer mentoring programme enables both PGRs and ECRs to be mentored by someone outside of academia (mentors are primarily doctoral graduates from Surrey) and an ECR mentoring programme for staff to be mentored by more experienced academics.</p> <p>Both schemes are now under review to ensure they are fit for purpose and that best use is made of the available resources. This review was delayed due to the need to prioritise resources to best meet the demands of current PGRs and ECRs due to the COVID-19 pandemic.</p> <p>The Springboard Development Programme for Women is also available for women at Surrey, including ECRs. This is advertised to ECRs through the new ECRWiki site.</p> <p><b>Employer Mentoring</b> 54 mentors <b>Sept 2019 – Aug 20</b> (4 ECRs, 2 FEPS and 2 FHMS) <b>Sept 2020 – Aug 2021</b> (3 ECRs, 1 FEPS and 2 FHMS) <b>Sept 2021 – Aug 2023</b> (2 ECRs) <b>Sept 2023 – Aug 2024</b> (2 ECRs)</p> <p><b>ECR Mentoring</b> <b>June 2020 – Aug 20</b> (8 ECRs) <b>Sept 2020 – Feb 2021*</b> (6 ECRs) *Scheme paused due to pandemic</p> <p>From 2024 onwards, mentorship of ECRs will move under the remit of the new ECR Academy (cf. PCDM2, PCDR2 in the 2024-27 Plan). Opportunities for mentorship are advertised through the new ECR web-portal, the ECRWiki. A new mentorship programme under development within HR, and a suitable web-based platform has been identified. The programme will be rolled out by the end of 2025.</p>
<b>2020_8 (new)</b>	<b>Fellowship Programme</b> Create structured support for Fellows targeted various stages: 1) pre-fellowship stage, 2) fellowship application stage 3) transition into and during fellowship stage 4) transition to next career stage. This support	Identity baseline data on current fellowships. Once established, we will want to see year on year increases in number of fellowships applied for and awarded.	ECR Academy	Suite launched by Jan 2021.  Review of participant feedback and	Professional and Career Development, Institutional 3 & 4	<b>Ongoing</b> From 2024/25 onwards, support for fellowship holders, and ECRs seeking to apply and win fellowships will be coordinated through the ECR Academy in partnership with FRIOs. This will include a package of training dedicated to ECRs that includes sessions on "Research Strategy", "Grant Writing", "Leadership and

	<p>will be linked to the newly established University Fellowship programme but will also be available for those funded through different fellowship schemes.</p> <p>Support will include professional development planning support, leadership and professional skills training, supervisor training, mentoring, as well as various other training sessions and opportunities to support fellowship success and future career development.</p>	<p>&gt;80% positive feedback regarding career and professional development training and opportunities.</p> <p>80% successful transition from fellowship appointment into next career with no unwanted career gap.</p>		<p>fellowship numbers annually.</p> <p>Tracking of fellow career destinations from Jan 2021.</p>	<p>Management” and “Turning your Research into Impact”. The first training sessions were piloted in 2023/24 with the new “Surrey Future Fellows” cohort of fellowship holders, with the same training rolled out to the whole ECR community through 2024.</p> <p>In addition, at faculty level there have been a number of initiatives. In FEPS, a FRIO-based Fellowship Academy protocol for supporting candidates throughout the lifecycle of a fellowship was approved by Faculty EB in 2023. As part of this, a fellowship network was set up. This meets every other month, bringing together senior professors and named fellowship holders with prospective applicants to share advice and review submissions. In FHMS, all research fellows get senior mentors who help them with bid writing, career progression, and similar. The FHMS FRIO also gives tailored support for fellowship bids.</p> <p>At University level, the launch of Pivot RP (to allow ECRs to rapidly find and connect with grant opportunities) was accompanied by specific training sessions aimed at ECRs led by the Director of Research Strategy, as well as a presentation to the ECR Forum. Pivot RP is now advertised to ECRs via the new ECRWiki web-portal.</p> <p>A pilot Career Management Blended Learning Programme for Surrey ECRs was launched in January 2021, open to all early career research staff at the University. Based on an award winning Massive Open Online Course (MOOC) designed by specialist researcher career specialists from the universities of Glasgow, Edinburgh and Sheffield, the programme was developed and facilitated by the Doctoral College careers consultants with sessions delivered via Zoom. It aligned with Principles 3 – 6 of the Researcher Concordat and particularly addressed feedback received from CEDARS 2020.</p> <p>The success of the MOOC has been built on this year, to include in person sessions, with the programme further developed through feedback from participants and the Feb – April 2022 programme.</p> <p>We note the need to continue this line of activity in the 2024-27 Action Plan, particularly with regard to iterative evaluation and improvement for the key audience of the Concordat (cf. PCDI3, PCDI4).</p>
<b>2020_9</b> <b>(linked to 2018_9)</b>	<p><b>Doctoral College Alumni programme</b></p> <p>Increase awareness and ECR enrolment in the Doctoral College Alumni programme by embedding information about the offer in staff induction materials and in the staff leaving package.</p> <p>Communicating information about the scheme more clearly on ECR DC website</p>	<p>10% increase ECR Alumni registered in programme each year. ECR alumni contribution to mentoring programme and to all networking events.</p> <p>Establish baseline satisfaction measures.</p>	ECR Academy	<p>Alumni Programme to be incorporated into leaving pack Oct 2020</p> <p>To be incorporated in new induction (Action 2020_4) Jan 2021.</p>	<p>Professional and Career Development Institutional 3 and 5.</p> <p><b>Achieved</b></p> <p>Due to the impact of the pandemic and changes of staff both within HR and the DC, work in this action item did not progress at the pace originally anticipated.</p> <p>However, as part of the new ECR Academy, we now have a full E-mail list for current ECRs that is updated monthly, and a new dedicated web-portal for ECRs, the ECRWiki. Alongside these, we have set up <a href="#">a dedicated ECR Linked-in site for leavers to build an Alumni network</a>. This is tied to the <a href="#">similar Linked-in site for PGRs</a></p>



	<p>pages and within newsletters, as well as in job advertisements.</p> <p>Establish an Alumni communication strategy to keep Alumni informed about training, events and opportunities they can attend and contribute to.</p> <p>Create a system by which we can better record and report on Alumni interactions with the Doctoral College.</p>	<p>For those ECR Alumni actively involved in participation and contribution to sessions and events &gt;80% positive feedback.</p>		<p>Record baseline Alumni participation for 19-20, then set increase target for following years by Oct 2020.</p> <p>Conduct feedback survey July 2021.</p>		<p>that is advertised on the <a href="#">DC webpages</a>. All leaving ECRs are encouraged to sign up to this. The ECR Linked-in site is advertised to ECRs via the new ECRWiki web-portal.</p> <p>Finally, ECRs are encouraged to connect with Alumni for mentorship, advice and networking through <a href="#">our Surrey Connects</a> platform. This is also advertised to ECRs through the new ECRWiki portal.</p>
<b>Principles 5 &amp; 6</b>						
<b>2020_10</b> (linked to 2018_10)	<p><b>Protected Development Time</b></p> <p>Embed a minimum of 10 days protected time (pro-rotta) for fixed term contract members of research staff.</p>	<p>10 days protected development time for fixed term research only staff embedded in University Policy.</p> <p>Policy highly visible on website and communicated to all researchers during recruitment and induction.</p> <p>See related action 2020_11, which is required for recording of development time usage.</p>	HR	<p>Policy in place by Jan 2021.</p> <p>Embedded in new induction and visible on web Jan 2021.</p> <p>Policy visible at time of recruitment Oct 2021.</p>	Professional and Career Development, Institution 1	<p><b>Achieved</b></p> <p>The University has a commitment to ensuring that fixed term contract research members of staff have 10 days protected development time. This is advertised to ECRs and all staff via the ECRWiki web portal.</p>
<b>2020_11</b> (Linked to 2018_12)	<p><b>Recording and Reporting Professional Development</b></p> <p>Find a technical solution that will allow recording and reporting of all professional development activity that researchers undertake.</p>	<p>Technical solution identified that inclusively covers all areas across the University that provide training and development for researchers.</p> <p>Researchers utilising the system, positive user feedback. Any negative feedback addressed to ensure new system is fit for purpose.</p>	HR HR L&D ECR Academy	<p>Consultation across training providers, faculties and researchers to determine system requirements. Jul 2020.</p> <p>System identified by Jul 2021 and implementation plan in place.</p> <p>System in place. October 2022.</p>	Professional and Career Development Institution 6	<p><b>Achieved</b></p> <p>The COVID-19 pandemic slowed progress, but the Learning &amp; Development Cross Functional Working Group explored how best to record evidence of professional development. This led to the delivery of a new "HR Dynamics" system. This has functionality for recording staff training that is currently limited, however, to training that is arranged internally and administered by L&amp;D team. We will augment these data with data from ECR Academy training programme to obtain a complete picture of ECR training uptake going forwards (2024—). This will be reported annually via the ECR Working Group and ECR Forum.</p>
<b>2020_12</b> (Linked to 2018_11 and 2018_13)	<p><b>ECRs involvement in Innovation and Societal Benefit of Research</b></p> <p>Provide a comprehensive suite of training and</p>	<p>At least 15% of Institute of Director student memberships allocated to ECRs.</p> <p>Suite of training and opportunities clearly visible to all members of research staffs.</p>	ECR Academy	<p>Suite of training and opportunities developed and communicated by Jan 2021.</p>	Professional and Career Development, Institution 6; Researcher 6	<p><b>Achieved</b></p> <p><b>IoD</b></p> <p>The University of Surrey is the only UK university which offers <a href="#">free student membership specifically for PGRs and ECRs</a>. Members gain access to the benefit of IoD student membership as well as</p>

	<p>opportunities for ECRs to become involved in a variety of activities to promote the impact of research beyond academia, including continued development of the Institute of Director's Student membership programme, open research and public engagement training and opportunities, and knowledge transfer and consultancy training and support.</p>	<p>Capture baseline engagement of research staffs in these activities, and then set targets to increase research staff involvement. 10% uptake in 2020 – 21, with an incremental rise of 10% per year in subsequent years.</p> <p>Public Engagement Day showcasing different ways of understanding and incorporating into research with at least 50 attendees.</p> <p>Create connections with at least three new external PE partners to increase engagement opportunities of research staff.</p> <p>Provide PGRs and research staff members with access to free PE consultation drop-in sessions for advice on designing PE into research, maximising impact, and writing funding applications, with at least 3 research staff members attending and resulting in at least one successful event/activity within the first year of trial. New targets set based on the turn out from this first trial</p>		<p>Review ECR IoD engagement July 2021.</p> <p>Baseline of research staff involvement Oct 2021.</p> <p>New targets for engagement set Jan 2022.</p> <p>Three PE partners successfully engaged by 2022.</p> <p>PE consultation launched April 2020, reviewed annually.</p>		<p>the opportunity to Surrey specific IoD events and a monthly, "First Thursday of the Month" networking session facilitated by one of the DC Careers Consultants.</p> <p><b>Suite of Training Opportunities</b> Since 2020 there have been a number of initiatives both at university and faculty level including:</p> <ul style="list-style-type: none"> <li>- The launch of Commercialisation Fellowships specifically for ECRs (<a href="https://www.surrey.ac.uk/library/open-research">Commercialisation fellowship   University of Surrey</a>).</li> <li>- A new Open Research in Practice Module (<a href="https://www.surrey.ac.uk/library/open-research">https://www.surrey.ac.uk/library/open-research</a>)</li> <li>- An ESRC funded project, "Business Boost", to support both PGRs and ECRs to engage and collaborate with business (<a href="https://www.surrey.ac.uk/economic-and-social-research-council-impact-acceleration-account/business-boost">https://www.surrey.ac.uk/economic-and-social-research-council-impact-acceleration-account/business-boost</a>).</li> </ul> <p>Recent training opportunities in public engagement and impact evaluation have also been offered within faculty, for example in FEPs (pdf available) and FHMS (<a href="https://www.eventbrite.co.uk/e/fhms-knowledge-exchange-and-impact-training-event-for-pgrs-and-ecrs-tickets-272195091847">https://www.eventbrite.co.uk/e/fhms-knowledge-exchange-and-impact-training-event-for-pgrs-and-ecrs-tickets-272195091847</a>).</p> <p>Strategic Planning are also engaged in an ongoing project to roll out Worktribe as an aid to capture public engagement, impact and outreach work (this may support the capture of critical baseline data).</p> <p>Finally, starting in late 2023, the University launched a new "ECR Academy" initiative to provide dedicated support to the ECR community. This includes a new package of training that is being rolled out through 2024. The second training session was on "Turning your Research into Impact" and focussed on IP, entrepreneurship and knowledge transfer (including public engagement and outreach). This will be offered yearly to the ECR community, going forwards. The Academy are also looking to set up opportunities for ECRs to undertake industry or entrepreneurship placements, as standard, and this will be offered starting in 2025.</p>
<b>2020_13 (Linked to 2018_11)</b>	<p><b>Researcher Led Community Building</b> Deliver at least 4 researchers led events annually.</p> <p>Continue to offer opportunities for research staff to bid for money to</p>	<p>The delivery of at least 4 researcher led events. &gt;80 positive feedback from organising and participating researchers.</p> <p>&gt;50% of Researcher Communities Fund allocated to bids led by or involving research staff.</p>	ECR Academy	Annually report on delivery and feedback.	<p>Research Environment and Culture Researchers 1</p> <p>Professional and Career Development Institution 1</p>	<p><b>Achieved</b> Researcher led events form key points in the University's calendar. The University's flagship event for PGRs and ECRs up to late 2023 has been the Doctoral College Conference. Secretarial support is provided by the DC, but all other aspects of the conference, including its focus and selection of speakers, remain in the hands of the organising committee, formed exclusively of PGRs and ECRs. In addition, the "Building Research Culture and Innovation" event in 2020-21 included three ECR talks, two from</p>



	enhance their research community.					<p>FASS and one from FHMS.</p> <p>The Commercialisation Fellowships awarded grants to several ECRs in 2021-22, including the deputy chair of the ECR Forum, and the promotion and communications of the 2022-3 cohort has been targeted more specifically to increase uptake among Surrey's ECR community.</p> <p>In late 2023, the University launched a new "ECR Academy" initiative. Two ECR-led events have been run through 2023/24 led by our new "Surrey Future Fellows" cohort. These will continue going forwards as an annual ECR-led "Festival of Research" event. In addition, the refreshed ECR-Forum will run a series of events each year, including industry focussed events, networking events, and joint events with the DC. These will all be advertised to ECRs by E-mail and via our new ECRWiki web-portal.</p>
<b>2020_14 (new)</b>	<p><b>Mental Health Wellbeing</b> Create a Suite of training and support for positive mental health and wellbeing for researchers.</p> <ol style="list-style-type: none"> <li>1) Develop a Wellbeing strategy for support of researchers</li> <li>2) People in key pastoral and research staff support roles (Doctoral College Staff, Associate Deans for the Doctoral College, research staff champions) to become certified Mental Health First Aiders.</li> <li>3) Mental Health First Aid training offered to people managing research staff.</li> <li>4) Establish a suite of training and support for researcher wellbeing to be embedded into University offering.</li> </ol>	<p>Key people at University, faculty and department level trained to be mental health first aiders, able to support research staff needs.</p> <p>A suite of training designed to promote and support wellbeing available for research staff to participate in.</p> <p>&gt;75% of Doctoral College staff trained in Mental Health First Aid (Timescale: Dec 2020)</p> <p>&gt;80% positive feedback from training courses.</p> <p>All Doctoral College research staff training materials, support and activities reviewed from a wellbeing perspective, and appropriate content and messages embedded throughout provision.</p>	ECR Academy	<p>Training launched Jan 2020.</p> <p>Suite of training and support for those supporting researchers (i.e. managers and support service staff) launched Oct 2021.</p> <p>Doctoral College staff trained by Dec 2020.</p> <p>RESEARCH STAFF suite in place by Jan 2021.</p> <p>Feedback reviewed annually.</p>	Research Environment and Culture Institution 3 & 4	<p><b>Ongoing</b></p> <p>Advances have been made in the provision of Mental Health First Aid Training. Staff in the DC, from the director to its administrators, have now received training in MHFA. With the launch of the new ECR Academy initiative in late 2023, the ECR Academy Lead has also undertaken this training. A short (half-day) and full (2-day) MHFA course are routinely offered to all staff. The 2-day course results in certification by MHFA England and 3 years' membership with access to free support in their role as an MHFAider.</p> <p>The Centre for Wellbeing continues to support staff and students, including ECRs, ensuring their physical, emotional and psychological wellbeing. The Employee Assistance Programme (BHSF Rise) is now available for Staff Wellbeing and all information is made available to staff through a dedicated Staff Wellbeing Hub (<a href="https://stories.surrey.ac.uk/staff-wellbeing-hub/index.html">https://stories.surrey.ac.uk/staff-wellbeing-hub/index.html</a>). This is advertised to ECRs through the ECRWiki web-portal.</p> <p>Going forward, the effective provision of mental health training and support in ways that have a demonstrable positive impact on ECRs is the subject of EC13 and EC14 in the 2024-27 Action Plan.</p>

<b>2020_15 (Linked to 2018_14)</b>	<b>Links with Equality and Diversity initiatives</b> Maintain University's commitment to equality and diversity by retaining and achieving awards that demonstrating this commitment. In each of these endeavours we will ensure that the research staff voice is heard, through committee representation and through consultation.	Research staff representation on all major EDI committees, with links with the ECR forum Equality and Diversity working group.  Measures of impact of EDI initiatives on fixed term contract researchers collected, fed into the ECR forum and HREiR WG and acted upon.	University Equality and Diversity Team  ECR Academy	Review annually	Research Environment and Culture Institution 3 & 4	<p><b>Ongoing</b></p> <p>The University maintains its commitment to EDI as recognised by a number of Departmental Awards over the review period:</p> <ul style="list-style-type: none"> <li>- Athena Swan Bronze Departmental Awards (16)</li> <li>- Athena Swan Silver Departmental Awards (2)</li> <li>- Athena Swan Gold Departmental Awards (1)</li> <li>- Institute of Physics Juno Champion Award (1)</li> <li>- Bronze Race Equality Charter Award.</li> </ul> <p>In addition, staff EDI Networks across campus are well established and welcome all staff. These include: the Women's Network; Purple Disability and Neurodivergence (including Parents and Carers); SEED (Surrey embracing Ethnicity); and the Rainbow LGBTQIA+ Network. There is also a Parent Returners Network and a Menopause Network.</p> <p>To ensure parity, in 2023 the University changed the policy concerning Parental Leave for researchers on fixed term contracts to ensure they have the same rights as permanent staff and do not have to repay money if their contract finishes while they are on leave.</p> <p>All EDI Networks and committees at Surrey are advertised to ECRs via the new ECRWiki web-portal. The ECR Academy also collect EDI data from ECRs via an annual survey. The survey results, and an action plan in response, is reported to ECRs by E-mail and via the ECRWiki web portal.</p> <p>The key EDI learning from the 2023 ECR survey was that 13% of ECRs who responded reported having experienced bullying or harassment (B&amp;H) at Surrey. Most of these were female and/or minority staff. None reported the incident through <a href="#">Report+Support</a>, some did not know how to report the incident, and none reported being happy with the outcome if they did try to report. Most cited a fear of retribution as being the reason for not reporting. This issue was also reflected in the broader University People Survey. As such, it will be addressed at the level of the University as part of the <a href="#">People Survey Action Plan</a> (2023). This includes: increased communication on how to use Report+Support; sharing anonymised stories of how B&amp;H has been tackled previously; and reiterating our zero tolerance policy for B&amp;H (including, but limited to, a strong emphasis on this in our staff training programmes and inductions).</p> <p>We need to understand, on an ongoing basis, how EDI initiatives at the University impact the experiences of ECRs, and what actions to prioritise to improve links in a productive way. This line of work is carried over to ECR1 and ECR2 in the 2024-27 Action Plan.</p>
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Principle 7 (transitioning from Concordat 2008 to Concordat 2019)						
<b>2020_16 (2018_15)</b>	<p><b>Engagement</b></p> <p>Increase research staff participation in CROS, through a targeted communication campaign.</p> <p>Increase communication of the University's Concordat implementation plans (including HR Excellence in Research initiative) through ECR newsletters and ECR Reps.</p> <p>Continue to maintain full engagement with ECR reps forum and SuRSA. Research Staff representation on all relevant committees at University, faculty and department level.</p>	<p>Increased in CROS participation to greater than 30% of research staff population.</p> <p>Research staff awareness of the Concordat demonstrated by an increase 25% CROS by 2023.</p> <p>Quarterly newsletters communicating about progress against our Concordat implementation plan.</p> <p>Active and engaged ECR forum and SuRSA.</p> <p>Research staff representation on committees.</p> <p>Research Staff report feeling represented and have an understanding about how they can voice suggestions/concerns (survey/focus group).</p>	DC (Communication and Experience Manager)	<p>Increased CROS comms campaign in 2020 and 2021, with reviews and improvements in strategy year on year.</p> <p>Year on year improvements in CROS scores on Concordat awareness.</p> <p>Newsletter schedule launched Jan 2020.</p> <p>Review engagement annually.</p> <p>Survey/focus group of representation completed Oct 2023.</p>	Implementation and Review 1 and 6	<p><b>Ongoing</b></p> <p>The replacement of CROS by CEDARS in 2019 (Culture, Employment and Development of Academic Researchers Survey), a survey targeting a broader section of staff, has meant that specific targets linked to CROS have not been possible.</p> <p>The University ran the CEDARS survey in 2020 (led by Research &amp; Innovation Services) and in 2023 (led by the Doctoral College).</p> <p>The Early Career Researchers Forum (ECR Forum) continues to play an important role in representing the interests of ECRs to stakeholders across the university. The Forum is led by ECRs, with at least one ECR Representative per School and pan-University Institute in Surrey. One ECR Rep. is chosen to chair the Forum, one to represent ECRs on the University Research &amp; Innovation Committee, one to represent ECRs on the University EDI Committee, and three to represent ECRs on each of the Faculty Research &amp; Innovation Committees. The vibrancy of the ECR Forum has meant that SURSA and its activities were discontinued in 2022. Since February 2022, HREiR and the Researcher Concordat have been a standard agenda item at ECR Forum meetings. The ECR Representatives on the Forum maintain an ECRWiki web-portal for information sharing (2024), a new ECR Newsletter (due to launch mid-2024), and run a series of ECR-focussed events throughout the year (two pilot "Research Festival" events for our SFF community ran in 2023/24).</p> <p>Up to 2023, the HREiR Concordat was steered and promoted by the Concordat to Support the Career Development of Researchers Steering Committee. With the launch the new "ECR Academy" at Surrey in late 2023, responsibility for HREiR has now moved to the ECR Working Group. This has representation from all three faculties via the three ADRIs, representatives from each of the three faculty FRIO offices, an HR Representative (covering EDI and L&amp;D), the new University ECR Lead (Chair of the ECR Working Group), and the Chair of the ECR Forum (an ECR Representative).</p> <p>In 2023, the ECR Academy introduced a new annual ECR Survey. This will augment CEDARS with a specific focus on the ECR community. This will allow us to baseline and track key data for this Action plan, as was possible prior to 2019 with the CROS survey.</p> <p>See e.g. ECI1, ECI6, ECR1 in the 2024-27 Action Plan for our ongoing efforts to build engagement and communication.</p>

<b>2020_17 (new)</b>	<p>Become signatories of the 2019 Concordat.</p> <ul style="list-style-type: none"> <li>HREiR WG to be reconstituted at the Concordat Strategy Committee, overseeing the reporting for the Concordat and the HREiR process.</li> <li>Undertake a full gap analysis against the 2019 Concordat.</li> <li>Embed Concordat review and reporting requirements within the HREiR action plan.</li> </ul>	<p>University successfully engaged in the new 2019 Concordat signatory process.</p> <p>Full Gap analysis against 2019 Concordat completed.</p> <p>Concordat reporting requirements embedded and aligned with 2022 updated Concordat action plan.</p>	HREiR WG	<p>Become Signatories of the 2019 Concordat by April 2020.</p> <p>Gap analysis by April 2022.</p> <p>Updated Concordat action plan Jan 2022, for HREiR submission</p>	Implementation and Review 2, 3, 4, 5, 7	<p><b>Achieved</b></p> <p>The HREiR Working Group was renamed and reformed as the Concordat to Support the Career Development of Researchers Steering Committee, facilitating consultation with the key stakeholder groups outlined in the Researcher Concordat. A comprehensive assessment of the HREiR retrospective action plan for 2020-22 was undertaken to support the Gap Analysis required, both of which were shared for consultation with the Steering Committee and wider stakeholders within the University with a view to submission of an updated action plan for 2022-24 in July 2022.</p> <p>In late 2023, the work of the Concordat to Support the Career Development of Researchers Steering Committee moved into a new "ECR Working Group" chaired by a new pan-University "ECR Lead" role.</p>
<b>2020_18 (Linked to 2018_17)</b>	<p>To continue to share best practice through engagement in national and international conferences, workshops and events; as well as through publication.</p> <ul style="list-style-type: none"> <li>Annually, create a plan to identify areas of our practice which would benefit others and target at least one venue to present at or publish within.</li> <li>Each year identify specific areas of our practice which we would benefit from learning other's practice and identify a way of gaining this knowledge. At least four members of Doctoral College staff to attend a conference, event/workshop/seminar, or site visit to learn about best practice in supporting research staff, each year.</li> <li>Particularly work with colleagues across the sector to support the transition to the 2019 Concordat.</li> </ul>	<p>Share our experience/good practice/challenges at a minimum of one regional/national/international event annually.</p> <p>Active engagement in the process of transitioning to the new Concordat, including participation in consultations, surveys, feedback opportunities.</p> <p>Adopt best practice from others to strengthen our own provision and support for research staff.</p>	All	Review annually	Implementation and Review, 'systematic challenges'	<p><b>Ongoing</b></p> <p>The University has also actively engaged in the process of transitioning to the new Concordat, engaging with UKRI to develop a professional relationship and attending relevant Vitae events which enable networking and sharing of best practice. Staff from the DC plan to publish their good practice practitioner research in the International Journal for Researcher Development, while the University fed into the <a href="#">Vitae consultation on the proposals to the revision of HREiR</a> in 2022.</p> <p>Members of the DC collaborated in partnership with colleagues at KCL, Oxford, Cambridge, Brunel, Sussex, and Kent to develop cross-institutional mentoring initiatives for ECRs focused around a 'hub' of HEIs in the general south-east area. A cross-disciplinary pilot scheme ran in 2022 in which ECRs were offered 15 min slots to talk to 4 different senior academics about a particular career question or issue with Cambridge, Oxford, KCL, Sussex, Kent and Surrey taking part. Each institution recruited 2-4 mentors and then places were given to an equal number of mentees per institution. The mentoring event ran online and lasted half a day. From 2024 onwards, the new ECR Academy will pick up on this activity as part of its remit to ensure that all ECRs in Surrey get effective mentorship.</p> <p>Two members of Surrey R&amp;I professional services staff are sponsored to attend the ARMA conference each year and share learnings with the wider team. R&amp;I staff also participate actively in ARMA SIGs. For example, one member co-organised sessions on EDI in demand management in May and October 2024 as part of the Research Development SIG, and new internal protocols are being developed as a result. See ECI2, ECI6 in the 2024-27 Action Plan for continued external engagement as a means of driving improvement.</p>