University of Reading HR Excellence in Research Evaluation Report 2012:

Introduction

The University has made very good progress so far at implementing its Concordat Implementation Strategy.

- Key achievements: Annual School reporting on the development of the management skills of Principal Investigators (PIs); Recruitment and Selection Training for over 400 staff since 2009; 155 people attended PI briefings on the Concordat, career coaching and good practice in management (there were 170 PIs at the University in February 2011); Establishment of Research Staff Committee and annual Research Staff Conferences.

- Key future objectives: Improvement in the performance management of Research Staff (RS); Enhancement in Mentoring for RS; Integration of Researcher Development Framework into provision for RS; Revision and clarification of policies on redeployment and promotion for RS.

Evaluation

The evaluation of the Concordat Implementation Strategy was conducted by examining the results of a number of surveys that gave data relating to the implementation of the concordat, these were: An on-line survey of the implementation of mentoring for Research Staff, 2009; Staff Survey and PIRLs Survey 2011. A focus group of Research Staff reviewed the implementation of the Concordat and made recommendations for its future implementation. The University's Research Staff Working Group which oversees the implementation of the Concordat at the University was closely involved in the evaluation and drawing up the future strategy.

Next Steps

- Discuss with Heads of School plans to develop the leadership skills of their Principal Investigators.
- Organise Research Staff conference to enable RS to be more confident discussing career development with their PIs.
- Draft a revised RS redeployment process to be sent to appropriate committees.

For more on the next steps to implement the Concordat please see the 2012 Concordat Implementation strategy at www.reading.ac.uk/ResearchStaff/policylibrary

Key Achievements Against Strategy

Aims	Indicators of Success
Aims and actions for implementation of Concordat Principles which apply across the principles.	
0.1 Meetings with Heads of School and School Directors of Research to discuss all aspects of the University's application of the revised Concordat. **0.2** Revision of Local Concordat to take on board changes to national Concordat.	**0.1a** All eight Science Schools and other subjects at a Faculty level completed. **0.2a** Passed by University Council in July 2009; launched at Research Staff Conference same year; included in Welcome Packs and at Research Staff Induction on an on-going basis. The implementation of the Concordat is regularly reviewed by the Research Staff Working group. It delivers an annual report to the University Board for Research & Innovation as part of the Research Planning Process.
Principle 1	
1.1 Recruitment and Selection training for all recruitment panel members on a School basis by Autumn 2010. **1.2 Effectiveness and take up of Mentoring** Evaluation of School mentoring schemes to take place over Summer 2009.	**1.1a** Over 400 staff trained in R & S since 2009. **1.2a** Mentoring scheme evaluated and results showed only 50% of RS respondents were aware of mentoring scheme in School. This issue was raised with School Management in following meetings.(see 0.1 & 01a)
Principle 2	
2.1 Increased take up of Management Training for PIs to equip them to deliver performance management and career coaching for Research Staff. **2.1.1** Briefing concerning the new Concordat and resultant policy changes and training provision for PIs on a School by School basis. **2.1.2** Embedding the management of the above issue at School Level by School's reporting on the management development of their PIs annually to the Head of Researcher Development.	**2.1a & 2.1.1a:** 155 PIs or potential PIs attended briefings on the Concordat since 2009 (there were 170 PIs at the University in February 2011). 49 PIs have completed the "Essential guide to being a Principal Investigator" course since 2009. **2.1.2a** Schools report annually on how PIs' management skills are developed. These have shown increased engagement with the agenda. www.reading.ac.uk/ResearchStaff/policylibrary. The Staff Development Review for PIs now asks them to outline management development accomplished in the past year & future plans.

Principle 3	
3.1 Increase in PI participation in management development which will have the knock on effect of changing the culture of training and development for Research Staff. See **2.1a & 2.1.1a** **3.1.1** Embedding and supporting the management of this issue at a School level. See **2.1.2a** **3.2** Enabling increased Research Staff engagement in University issues via the establishment of a Research Staff Committee and a Research Staff Association.	**3.2a** The Research Staff Committee (RSC) is a body that represents RS in the structure of University. It meets regularly and reports to Research Staff Working Group (RSWG) and at the Research Staff Conference. Three members of Research Staff Committee sit on RSWG. The RSC organises the annual conference (two since 2009 with one scheduled for 2012) and over the last year has established a seminar for Research Staff to present their research. One of these was held as part of British Science Week. Research Staff at Reading have their own closed Facebook page and Linked In.
Principle 4	
4.1 Training and Development Brochure to be published for Research Staff and delivered to every member of RS at the University. **4.2** A new insert for RS will go into their dedicated Welcome Pack, to raise the profile of their provision and the Local Concordat. **4.3** CCMS has funded a Research Career Profiling project. This will enable the University to clarify the career options for existing Research Staff. Interviews with Research Staff who have finished their contracts are on-going. A second project is in the planning stage where interviewees will be recruited before they leave the University.	**4.1a** The Research Staff Development Brochure is published annually as a pdf. All RS are sent a link to download a copy. www.reading.ac.uk/internal/CSTD/professionaldevelopment/ResearchStaff/development/rstaff-developmenttraining.aspx. **4.2a** The dedicated insert is at the front of the RS Welcome Pack and includes a range of essential information including the Local Concordat. It is updated annually. **4.3a** The report of the research career profiling project is a key feature of the careers web page for Research Staff. Research Staff are informed about it at research staff induction. www.reading.ac.uk/careers/researcher/Researchers_Survey_2009.docx
Principle 5	
5.1 Increase the take up of Staff Development Review (SDR) by Research Staff and positive feedback about its outcomes.	**5.1a** Due to concerns about RS missing out on SDRs it has been made compulsory for all staff on a short term contract of three years or less to have one annually. This policy change has been publicised in meetings with School Senior Management and in Briefings to PIs.
Principle 6	
6.2 Continued partnership with UK Resource Centre for Women in Science, Engineering & Technology (SET) on events to support female Research Staff. **6.3** Advancement through the Athena Swan Award Scheme e.g. Maths Meteorology and Physics are in the process of applying for the Silver award. **6.5** On-line Equal Opportunities and Diversity Training available from June 2009.	**6.2a** Supported and publicised UKRC events and UKRC have presented a seminar and had a stall at all the Research Staff Conferences. **6.3a** Overall the University has the Athena Swan bronze award. Out of eight science Schools there are three Schools with silver and two with bronze awards. **6.5a** Implemented
Principle 7 **7.1** Give input on the development of the national review process via ReSDAG and respond appropriately when the review is implemented.	**7.1a** In particular participated in the review seminar at the Vitae Policy Forum 2012.

Next Steps, Focus and Success Measures

Actions	Indicators of Success
Principle 1 **1.1** Increased retention of research staff through enhanced redeployment process **1.2** More transparent and effective redeployment process **1.3** Publicise through email/web page publicity **1.4** Establish web page on redeployment **1.5** Inclusion in PI training **1.6** Inclusion in RS training	**1.1a** Create a baseline for understanding RS awareness in CROS 2013 to be measured against in future. Create baseline of redeployment numbers at 2012-2013 to be tracked over time. **1.2a-1.6a** Implementation of actions
Principle 2 **2.1** Improvement in the performance management of research staff. **2.1.1** Establishment of Good Practice in Leading Research Groups Workshop for Principal Investigators. **2.1.2** Schools to establish plans for developing the leadership skills of PIs. **2.1.3** Further School based training on leadership and management skills for PIs. **2.1.4** Integration of Performance Management into the responsibilities of PIs through the revision of the Code of Conduct for Good Research Practice. **2.2** Increased awareness by RS of opportunity of promotion **2.2.1** Revision of current policy on RS promotion. **2.2.2** Make discussion of promotion part of SDR process for RS. **2.2.3** Deliver training sessions on promotion for RS at School level.	**2.1a** Key indicators of performance management of RS (induction, objective setting etc) have improved in CROS 2013 over 2009. PIs rate their ability to performance manage at higher than 50% in the 2013 PIRLs survey. Inclusion of issue in discussions with School Senior Management. **2.1.1a** Numbers of participants and feedback to leading research groups session **2.1.2a** Existence of School leadership development plans and indicators of successful implementation. **2.1.3a** Data on number of sessions and feedback on effectiveness. **2.1.4a** Revision of Code of Conduct for Good Research Practice **2.2a** Implementation of actions and establishment of baseline of data on RS awareness of promotion in CROS 2013 to track in future.
Principle 3 **3.1** Continuing support for RS Committee initiatives **3.2** Establishing more active RS communities within Schools	**3.2a** Increase in active RS Communities in Schools
Principle 4 **4.1** Make training for RS Mentors mandatory as one aspect of merging of Concordat principles into Code of Conduct for Good Research Practice. **4.1.1** Deliver training/briefing in mentoring on a School by School basis. **4.2** Integration of Researcher Development Framework into support for Research Staff via: • All RS to receive a copy on arrival at the University • Integration into Certificate in Research Career Management • Integration into RS Development Brochure • Integration into RS web pages & for Principal Investigators via: • Inclusion in training for PIs and Mentors	**4.1a** Revision of Code of Conduct for Good Research Practice **4.1.1a** Data on number of participants & feedback from training mentors. Data on coverage and RS awareness of mentoring gained from CROS 2013. **4.2a** Enactment of policy and establishment of baseline and track development through awareness of RDF question in CROS & PIRLS Surveys.
Principle 5 **5.1** RS Conference to enable RS to have more assertive dialogue about their development with PIs.	**5.1a** Feedback from RS Conference
Principle 6 **6.1** Review of promotion criteria for Research Staff to ensure parity with staff on open ended contracts. **6.2** On-line Equality & Diversity (E&D) training is being made mandatory for all staff. **6.3** Staff on promotion panels to undergo training including E&D aspects.	**6.1a** Enactment of any policy changes and establishment of baseline data and tracking of changes. **6.2a** Data on implementation of policy. **6.3a** Data on implementation of policy.