# HR Excellence in Research Award
# Action Plan for Implementation of the Concordat to support the career development of researchers

## Recruitment and Selection (Concordat principles 1, 2 and 5)

| Action required | Concordat Principles | Deadline | Who |
|---|---|---|---|
| Produce a University-wide statement on the management of research staff which includes the fact that researchers are chosen primarily for their ability to advance research at the University of Sheffield and that they should exercise and develop increased capacity for independent, honest and critical thought throughout their careers. | 1, 5 | Apr 2013 | R&I Services (R&IS) |
| As part of the implementation of the enhancements to the University's e-recruitment system, review and amend as necessary the web guidance and training on recruitment and selection to include specific provision for managers / PIs with responsibility for the recruitment and selection of research staff. | 1 | Dec 2013 | HR |
| Add links between the guidance on recruitment and selection and the relevant R&IS web pages for PIs | 1 | Dec 2012 | HR / R&IS |
| Start to monitor recruitment and selection data for contract research staff (in order to check any equal opportunities implications) | 1 | Apr 2013 | HR |
| Add recruitment and selection training to future core academic induction training programmes for newly appointed lecturers and for new Heads of Department. | 1 | Jul 2013 | HR |
| HR faculty teams to continue to offer advice to departments on the appropriate use of fixed-term contracts. | 2 | Ongoing | HR |

## Training and Development (Concordat principles 2, 3, 4, 5 and 6)

| Action required | Concordat Principles | Deadline | Who |
|---|---|---|---|
| Offer dedicated training for research staff in all faculties. | 2, 3 & 4 | from August 2012 | PGR-ECR Professional Development Team |
| Extend the Sheffield Leader programme so that it is accessible for all leaders at all levels across the University, including contract research staff who have responsibility for supervising PhD or undergraduate students. | 2 | Sep 2012 | HR |
| Ensure that research staff in all faculties are offered appropriate induction. | 2, 3 & 4 | Dec 2012 | PGR-ECR Professional Development Team |
| Ensure all training for research staff is mapped to the Researcher Development Framework (RDF)*. | 3 & 4 | Dec 2012 | PGR-ECR Professional Development Team |
| Pilot provision of training on coaching skills so that managers of researchers can offer effective coaching to their staff | 2, 3 & 4 | Jun2013 | HR |
| Produce a University-wide statement on the management of research staff which emphasises the responsibilities of PIs in relation to the development of research staff, including the fact that researchers should be enabled to access training opportunities. | 3 & 4 | Apr 2013 | R&IS / DRDC Stg Grp |
| Encourage contract research staff in all faculties to devise a personal development plan and to maintain a log of personal and professional development. | 5 | Jul 2013 | PGR-ECR Professional Development Team |

| Action required | Concordat Principles | Deadline | Who |
|---|---|---|---|
| Ensure that induction for research staff includes information on the support and advice mechanisms available in relation to discrimination, bullying or harassment | 6 | Apr 2013 | HR / PGR-ECR Professional Development Team |
| Provide an overview of SRDS to all research staff at induction. | 3 & 4 | Apr 2013 | PGR-ECR Professional Development Team |
| Provide an overview of the eportfolio software to researchers at induction. | 3 & 4 | Apr 2013 | PGR-ECR Professional Development Team |
| Undertake an evaluation of research staff induction across all faculties, taking into account the findings from CROS 2013, and make recommendations for future provision. | 3 & 4 | Feb 2014 | PGR-ECR Professional Development Team |
| Continue to offer support to research staff on commercialisation of research through the Commercialisation of IP Team. | 5 | Ongoing | PGR-ECR Professional Development Team / R&IS |

## Career Planning (Concordat principles 3, 4 and 5)

| Action required | Concordat Principles | | Who |
|---|---|---|---|
| Offer dedicated support in career planning to researchers in all faculties. | 3 & 4 | From Aug 2012 | PGR-ECR Professional Development Team |
| Investigate the feasibility of opportunities for placements with industry. | 3 & 4 | Jul 2013 | PGR-ECR Professional Development Team |
| In the forthcoming statement on the management of research staff, outline the importance of PIs having career development discussions with their research staff. | 5 | Apr 2013 | R&IS/DRDC Stdg Grp |
| In the forthcoming statement on the management of research staff, state that PIs need to encourage and support research staff in developing the communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in whatever field they choose to enter. | 3 & 4 | Apr 2013 | R&IS/DRDC Stdg Grp |
| Provide all contract research staff and PGRs with access to mentors in the public, private and third not-for-profit sector (drawn from alumni) and to academic mentors within the University of Sheffield. | 3 & 4 | Jul 2014 | PGR-ECR Professional Development Team |

## Researcher Responsibilities (Concordat principle 5)

| Action required | Concordat Principles | Deadline | Who |
|---|---|---|---|
| Devise bespoke training on research ethics and integrity for contract research staff. | 5 | Jun 2013 | R&IS |
| Deliver training on research ethics and integrity to all contract research staff. | 5 | Jun 2014 | R&IS |
| Update the University's 'procedure for investigating allegations of research misconduct', taking on board good practices (e.g. UKRIO's publication 'procedure for the investigation of misconduct in research'). | 5 | Apr 2013 | HR |
| Deliver UREC annual programme of research integrity workshops. | 5 | Ongoing | University Research Ethics Committee |

## Management Responsibilities (Concordat principles 3 and 4)

| Action required | Concordat Principles | Deadline | Who |
|---|---|---|---|
| In the forthcoming statement on the management of research staff, outline the responsibilities of PIs and departments in ensuring that research staff are integrated effectively. | 3 & 4 | Apr 2013 | R&IS / DRDC Stg Grp |
| In the forthcoming statement on the management of research staff, include information on how SRDS should be used by reviewers to discuss the development needs of research staff and identify appropriate training and development options. | 3 & 4 | Apr 2013 | R&IS / DRDC Stg Grp |
| Update SRDS guidelines to include a statement about the need for all managers to be reviewed against their performance in the role of manager, in addition to their functional role. | 3 & 4 | Sep 2012 | HR |

## Equality and Diversity (Concordat principle 6)

| Action required | Concordat Principles | Deadline | Who |
|---|---|---|---|
| Add link to the University's equal opportunities action and implementation plans on the HR web pages | 6 | Oct 2012 | HR |
| Consider the specific situation of research staff in the current review of support for women on maternity leave as part of the 'Children and Academia' event in May 2012. | 6 | May 2012 | HR |
| Retain institutional Athena SWAN Charter award. | 6 | Dec 2012 | HR |
| Continue to work with female academic staff groups and faculties to monitor and develop actions around gender. | 6 | Ongoing | HR |
| Review the current practices around disability and the training available to contract research staff to ensure that they are fully accessible to disabled staff. | 6 | Dec 2013 | HR |

## Monitoring (Concordat principles 2 and 7)

| Action required | Concordat Principles | Deadline | Who |
|---|---|---|---|
| Continue to monitor the number of contract researchers participating in SRDS and undertake further investigation of departments where numbers of contract research staff participating in SRDS is lower than average. | 2 | Ongoing | HR |
| Continue to monitor staff on fixed-term contracts as part of the University's ongoing scrutiny of redeployment and redundancy options offered to contract researchers. | 2 | Ongoing | HR |
| Complete review of University redeployment processes. | 2 | Jan 2013 | HR |
| Oversee enhancements to the University's provision for contract research staff and evaluate the effectiveness of activities. | 7 | Ongoing | DRDC Stdg Grp |

# Glossary of terms and abbreviations used in the action plan

## Summary of the Principles of the Concordat

1        Recruitment and selection

2        Recognition and value

3 & 4    Support and career development

5        Researchers' Responsibilities

6        Diversity and equality

7        Implementation and review

## Abbreviations

| | |
|---|---|
| DRDC Stdg Grp | DRDC Standing Group (Compliance with Concordat) (http://www.sheffield.ac.uk/ris/other/committees/drdcstandinggroup) |
| | A sub group of the Doctoral & Researcher Development Committee with responsibility for ensuring compliance with the Concordat to support the Career Development of Researchers |
| ECR | Early Career Researcher |
| HR | Human Resources |
| JUCC | Joint Unions Campus Committee |
| PGR | Postgraduate Research Student |
| RDF | Researcher Development Framework (http://www.vitae.ac.uk/researchers/428241/Researcher-Development-Framework.html) |
| R&IS | Research & Innovation Services (http://www.shef.ac.uk/ris) |
| PGR-ECR Professional Development Team | Faculty based team of skills trainers who will be in post from 1 August 2012 |
| UREC | University Research Ethics Committee (http://www.shef.ac.uk/ris/other/committees/ethicscommittee) The Committee whose purpose is to promote awareness and understanding of research ethical issues throughout the University, to advise on any ethical matters in research that are referred to it from within the University and to keep abreast of the external research ethics environment and ensure that the University responds to all external requirements. |
| UKRIO | UK Research Integrity Office (http://www.ukrio.org/) |