

University of Exeter: HR Excellence in Research 2016 – 18 Action Plan

KEY

- ADT – Academic Development Team
- DC – Doctoral College
- DCMG - Doctoral College Management Group
- DPGR – Director of Postgraduate Research (College)
- DCSG – Doctoral College Steering Group
- ESE – Education and Student Experience
- HR - Human Resources
- L&D – Learning and Development
- RD - Researcher Development
- RISMG - Research and Impact Strategy Management Group (RISMG)
- RS - Research Services
- EES - Staff Engagement Survey

Surveys of Research Staff Experience : (Recruitment and Selection; Recognition and Value; Equality and Diversity, Implementation and Review;)				
Action Area	Action Required	SMART Success Factor	Responsibility	Action By
<ol style="list-style-type: none"> 1. Internal Employee Engagement Survey 2016 2. PIRLS Survey to establish researcher views and experiences from principal investigators in relation to their role as managers and leaders of researchers and research groups 3. CROS survey of research staff in UK higher education institutions experiences, career aspirations and career development opportunities 	<ul style="list-style-type: none"> • Undertake EES in 2016 with specific researcher demographics • Undertake CROS survey 2017 • Undertake PIRLS in 2017 • Analyse data from 3 surveys independently and together • identify trends / areas for improvement • develop written action plan • monitor at 6 monthly meeting • Involve all colleges to continuously inform our action plan and future developments 	<ol style="list-style-type: none"> 1. CROS Survey carried out with aim to achieve 25% response rate 2017 2. PIRLS survey carried out with an aim to achieve 25% response rate in 2017 3. Data analysed for individual surveys by end August 2017 4. Action planning and areas for action identified January 2018 5. Monitor actions arising at 6 monthly meeting 	DC / RS / HR	RD May 2017 – surveys completed August 2017 Data analysed DC / RS Sept – Dec action plans in place
Further Improvements to PDR Process and learning and development opportunities : (Recognition and Value; Support and Career Development; Equality and Diversity)				

Action Area	Action Required	SMART Success Factor	Responsibility	Action By
1. Improve the quality of PDR conversations and ensure development opportunities are agreed	<ul style="list-style-type: none"> • Encourage participation on PDR training and monitor attendance • Introduce an 'electronic appraisal system' in order to improve quality of PDR conversation • Carry out regular reviews on data for researcher learning and development uptake and present data regularly to Colleges to inform PDR • Make initial investigations into joining up learner info on trent / ele systems to enable Researcher learning and development data to be available in one place and enable reporting ease 	<ol style="list-style-type: none"> 1. EPDR is implemented by December 2018 2. 70% of Research Staff report they have had a PDR within last 12 months (Baseline EES 2016, target for EES 2018/19) 	HR / RS Colleges DC report termly to DCMG	
2. Exeter Academic: Career Management and personal development	<ul style="list-style-type: none"> • Carry out and "end to end" review of development, IPD, CPD opportunities in place for all academic staff and identify any areas to develop • Develop leadership and people management induction and development programmes for existing and aspiring academic leaders • Introduction of a new Academic Induction programme for education and for research, designed specifically for early career Academics, open to all job families and grades; • Create a new University Group –to be established with membership drawn from senior colleagues responsible for the development of academic practice terms of research, education, leadership and administration • Provide information on take up of training and development opportunities to all Colleges to enable colleges to track participation • PI opportunities are developed following outcomes of PIRLS 	<ol style="list-style-type: none"> 1. Academic leadership development programmes are in place 2. Data on participation is monitored and action taken as necessary to achieve 50% take up in year 1-2 and increasing 3. End to End Review is complete and action plans in place Jan 2018 	People Development Academic Development /People Development / Doctoral College	July 2018
3. Staff and Student Wellbeing	<ul style="list-style-type: none"> • Encourage participation in Interview, Selection and Unconscious Bias training for those involved in the recruitment process • Promote and encourage Researcher participation in Positive Working Environment activities (including staff festival). • Promote Inclusivity tool to researchers. Ensure that Inclusivity and wellbeing are part of Doctoral College induction programme 	<ol style="list-style-type: none"> 1. Doctoral College website and communications are used to promote PWE, Inclusivity tool and wellbeing opportunities and events. 2. DC Wellbeing week runs Feb / March annually 3. 95% PGRs attend DC Induction wellbeing events ~ 	Doctoral College	July 2018

**Researcher Development and Research Culture Plan
(Support and Career Development)**

Action Area	Action Required	SMART Success Factor	Responsibility	Action By
1. Researcher Development Review and Development Plan	<ul style="list-style-type: none"> To complete the review of Researcher Development Provision To develop and an Action Plan for Researcher Development To present the revised and updated plan to the Doctoral College Management Group and to the Research and Impact Strategy Management Group (RISMG) for approval To establish a mechanism for regular internal review and scrutiny of Researcher Development provision To consider representation for ECRs within the Doctoral College 	<ol style="list-style-type: none"> Approved structure for Early Career Researcher Representation within the DC Action plan for ECR / Research Staff Development monitored annually by RISMG 	DCMG Head of RD	2018
2. Building an enhanced research community	<ul style="list-style-type: none"> Host Doctoral College Discussion Forum on Research Culture Host Research network forum to establish key aspects of an effective research culture for Early career researchers. 	<ol style="list-style-type: none"> PRES Scores increase on Research Culture (baseline PRES 2015, increase PRES 2017) 	DCSG	Ongoing – monitored through DCMG and DCSG
Early Career Researcher Development Provision (Support and Career Development; Researchers responsibilities)				
Action Area	Action Required	SMART Success Factor	Responsibility	Action By
<ol style="list-style-type: none"> ECR Exeter and Penryn Core Programme Monitoring and Embedding Communication of opportunities for Research Staff Development of Research at Exeter Online Induction Programme 	<ul style="list-style-type: none"> Establish continual evaluation of current provision within the Researcher development programmes for Research Staff both in Exeter and Cornwall Enhance where necessary the range of events and programmes available to Research Staff Develop Researcher-Led Initiatives. Images of Research Competition Develop connected approach for all those supporting Research Staff at Exeter Develop bespoke Research at Exeter Induction Programme specifically for ECRs Establish clear communication of offer for Research Staff 	<ol style="list-style-type: none"> Evaluate all Researcher Development provision ensure 70% good or excellent feedback reporting annually to DCMG Establish Research Staff Forum and structure for future representation of Research Staff within the Doctoral College 2018 Demonstrate growth in numbers engaging with Researcher-Led initiatives as leads and attendees Online introduction to research and entrepreneurial practice at Exeter completed and online September 2017 	HR/ ADT DCMG Head of RD;	<p>April 2017</p> <p>June 2017</p> <p>2018</p> <p>March 2017</p>

4. Impact and Engaged Research Network	<ul style="list-style-type: none"> Continue to provide opportunities for ECRs to be active members of the Impact and Engaged research Network. Through the network PGRs have the opportunity to keep up to date on the latest policy developments, training and networking opportunities. 	1. Networks are in place and occur regularly	RS / DC	July 2017
PGR Researcher Development Provision (Support and Career Development)				
Action Area	Action Required	SMART Success Factor	Responsibility	Action By
PGR Exeter and Penryn Core Programme Monitoring and Embedding	<ul style="list-style-type: none"> To continue to deliver a range of events and programmes that promote opportunities and support the post-graduate research experience including researcher development and health and well-being. To facilitate effective inductions for all PGR students irrespective of the point in the academic year in which they start, the campus they attend or whether they are on or off-campus students. <p>To further develop the careers training programmes with equal emphasis on academic and non-academic progression</p>	<ol style="list-style-type: none"> Ensure induction is effective and timely and monitor attendance, evaluate feedback Evaluate all events for 2017-2018. Aim is 70% all evaluation feedback good or excellent 	Head of RD	Annual review (June)
Peer-to-Peer Mentoring	Scope and plan extension of the pilot of the PGR peer-to-peer mentoring training and engage with an increasing number of disciplines	Increase pilot size by at least 20% of original	ESE Student Skills Team	September 2017
Impact and Engaged Research Network	Continue to provide opportunities for PGRs to be active members of the Impact and Engaged research Network. Through the network PGRs have the opportunity to keep up to date on the latest policy developments, training and networking opportunities.	Demonstrate continual growth of numbers at events	RS	July 2018
Research Integrity, Ethics & Governance	Continue to provide training and support for ECRs on good practice in research, ethics and governance. New mandatory training on research integrity available in 2016/17, supported by in-depth classroom training and 1:1 assistance for individual ECRs working in research areas which have additional governance/licensing requirements	Monitoring uptake on new mandatory training to research target of 50% uptake in year 1, 60% yr 2	GCO/RS	July 2018
Management Provision and Collaboration with Key Partners (Support and Career Development)				
Action Area	Action Required	SMART Success Factor	Responsibility	Action By

1. DCSG and DCMG - Interfaces with Colleges and other internal training providers	<ul style="list-style-type: none"> DCSG and DCMG to deliver the outcomes that will contribute to the University's reputation as an excellent environment for postgraduate education and a destination for high quality PGR students and ECR staff. As a result of the new structure make provision for support for ECRs within the activity of the Doctoral College 	1. Paper to HR excellence in research group June 2017	DCMG	Ongoing – monitored annually by end of August
2. Online resources	<ul style="list-style-type: none"> Build online resources for PGR-facing staff to support and extend professional development 	1. Online programmes are funded and built in ELE June 2017. Updated termly	DCMG ADT	January 2018
3. PGR-facing staff development programme	<ul style="list-style-type: none"> Develop the role of the PGR Pastoral Tutor (to replace the PGR Mentor role) Develop and extend development opportunities for PGR Supervisors Develop and extend positive research community and working environment 	<ol style="list-style-type: none"> Training for Pastoral tutors in place June 2017 Review and plan development needs 	ADT; DCMG	June 2017
4. GW4	<ul style="list-style-type: none"> Promote the GW4 Crucible; engage and support ECRs in the application process 	1. 20% of all applications to be from Exeter ECR's	ADT; RDT; DCMG; RS	ADT July 2017
5. DTC/Ps – APS and the Doctoral College	<ul style="list-style-type: none"> Continue to support DTC/P provision as appropriate Co-ordinate the preparation work ahead of the AHRC re-bid process in 2016/17, working effectively with Research Support, Colleges and external partners. Work with IIB to strengthen the industry focus of PGR activity including externally funded studentships and programmes 	1. Successful AHRC re-bid	DCMG	Monitored Annually by end of August
6. Athena SWAN	<ul style="list-style-type: none"> Athena SWAN Working Groups within STEMM Colleges will be broadening their remit to become Inclusivity Groups, to include all protected characteristics Applications for additional awards Renewal of existing awards 	<ol style="list-style-type: none"> Inclusivity groups are running Geography silver award Renewal of other silver and bronze awards Institutional silver award 	Gender Equality Group	Ongoing – monitored Annually by end of August
7. LTHE Programme	<ul style="list-style-type: none"> To continue develop the LTHE Programme to meet the needs of ECRs who teach and/ or support learning across all campuses Provide regular data to colleges to ensure all development opportunities are taken up and spaces taken 	1. LTHE remains equal or increases in uptake	HR / ADT	July 2018