

HREiR Action plan template (2021-2022)

Institution name:	Edinburgh Napier University	The institutional audience* for this action plan includes:		
Cohort number:	Cohort 2	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	26th Feb 2021	Research staff	62	Our contract research staff are the primary audience and
Institutional context:		Postgraduate researchers	252	Some of the initiatives within the Action plan may also benefit our PGR students
		Research and teaching staff	574	Some of the initiatives within the Action plan may overlap with activities for Early Career Academics (such as shared induction activities where appropriate, and mentoring activities)
		Research Technicians	3	We have included Technicians in the audience for our Action plan. Distinct initiatives for technicians would be challenging due to the small numbers of staff in this category, and we recognise some of the initiatives within the Action Plan may also benefit technical staff as well.

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility
Environment and Culture					
Institutions must:					
EC11	Ensure that all relevant staff are aware of the Concordat	Send all Principal Investigators and Co-Investigators a copy of the Concordat as part of project set up	monitor for increased awareness of Concordat using CEDARS data - aim for 15% increase in awareness by 2022 (Q43)	Updated Project set up by August 2021. Review of CEDARS data at RI committee (Oct 2021)	External Projects Team (RIE)

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		Send all newly employed contract research staff a copy of the Concordat as part of their induction	monitor for increased awareness of Concordat using CEDARS data - aim for 15% increase in awareness by 2022 (Q43)	Updated induction info by August 2021. Review of CEDARS data at RI committee (Oct 2021)	Recruitment team (HR)
		Embed commitments to implementing sector Concordats (including Researcher Development, Research Integrity, and Knowledge Exchange) within our new Research Strategy	Explicit reference to Concordats in Research Strategy documents when launched	July 2021	VP R+I
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Include research staff and line managers in consultation processes (focus groups/surveys etc) for any new HR / RIE policies	Feedback from research staff community included in policy development	As policies are reviewed.	HR / RIE
		Regularly review Research staff email distribution list to allow targeted communications to researchers	Distribution lists remain accurate.	Monthly review of new start/leavers information from HR	RIE Office staff
		Create policy on principles of EDI within internal funding competitions, and evaluate internal RIE research funding opportunities in terms of protected characteristics, contract type and employment status	Data available to identify any imbalances that can be addressed relating to protected characteristics	Policy due for Approval - May 2021 RIC meeting. Review of data Dec 2022	RIE
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Improve signposting of support available to researchers for Mental Health and Wellbeing through tailored communications	monitor for improved feedback on institutional promotion of good Mental Health and Wellbeing using CEDARS data - aim for 10% increase by 2022 (Q41)	August 2021	HR / RIE
		Promote our Health and Wellbeing Plan 2020-21 to research staff	monitor for awareness of Health and Wellbeing Plan using CEDARS data - aim for 10% increase by 2022 (Q41)	August 2021	HR
		Develop safeguarding policy for research activities	Safeguarding policy approved and communicated to all staff	August 2021	Head of Research Governance
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health	Improve signposting of currently available training in EDI, MHW to line managers of researchers	Evidence of engagement from line managers through regular monitoring by HR of event attendance.	September 2021	HR / RIE

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		Develop a programme of training for Line Managers of Researchers highlighting requirements within Concordat (which would include training in relation to EDI and MHW for line managers and researchers)	Evidence of engagement from line managers through regular monitoring by HR of event attendance.	December 2022	HR / RIE
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Collaborate with the University Research Integrity Committee's work to implement the Concordat to Support Research Integrity	monitor for increased awareness of Research Integrity Concordat using CEDARS data - aim for 20% increase by 2022 (Q43)	August 2021	Research Integrity committee / RIE
		Promote our online training modules in Research Ethics	Evidence of increased engagement with online training modules through Moodle user data.	December 2022	Head of Researcher Development
		Promote resources available as an institutional member of the UK Research Integrity Office	monitor for increased awareness of Research Integrity Concordat using CEDARS data - aim for 20% increase by 2022 (Q43)	September 2021	University Research Integrity Committee
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Run CEDARS in 2021 and 2022 and report on findings to Research and Innovation Committee	Improved engagement with CEDARS as compared with response rate of CROS (36% in 2019)	November 2021 / November 2022	Head of Researcher Development
Managers of researchers must:					
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	as per ECI4 - Improve signposting of currently available training in EDI, MHW to line managers of researchers	Evidence of engagement from line managers through regular monitoring by HR of event attendance.	September 2021	HR / RIE
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	as per ECI5 - Promote our online training modules in Research Ethics	Evidence of engagement with online training modules through Moodle user data.	December 2022	Head of Researcher Development
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	as per ECI4 - Develop a programme of training for Line Managers of Researchers highlighting requirements within Concordat (which would include awareness of relevant policies and processes to address poor behaviours)	Evidence of engagement from line managers through regular monitoring by HR of event attendance. monitor for improved feedback from researchers on institutional culture using CEDARS data	December 2022	HR / RIE
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Promote awareness of Flexible working policies with line managers of research	monitor for improved feedback from researchers on flexible working using CEDARS data - aim for 10% increase (Q25)	December 2021	HR / RIE
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	as per ECI2 - Include line managers of researchers in consultation processes (focus groups/surveys etc) for any new RIE / HR policies	Feedback from line managers included in policy development	As policies are reviewed	HR / RIE
Researchers must:					
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	Include research staff at all career stages in mentoring schemes to share experience and practice	Evidence of engagement of researchers at all career stages in mentoring schemes	July 2022	Research staff / RIE / DLTE
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	as per ECI5 - Promote our online training modules in Research Ethics	Evidence of engagement with online training modules through Moodle user data.	December 2022	Research Staff / Head of Researcher Development

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		Improve awareness of policies relating to Research Integrity, and EDI through promotion at induction events, and through webpage information	monitor for increased awareness of Research Integrity Concordat using CEDARS data - aim for 20% increase by 2022 (Q43)	December 2021	Research Staff / RIE
ECR3	Take positive action towards maintaining their wellbeing and mental health	as per ECI3 - Promote our Health and Wellbeing Plan 2020-21 to research staff	monitor for awareness of Health and Wellbeing Plan using CEDARS data - aim for 20% increase by 2022 (Q42)	August 2021	Research Staff / RIE
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Promote awareness within research community of reporting mechanisms for unacceptable behaviours	monitor for improved feedback on institutional culture in CEDARS data - aim for 10% increase in all section 4 questions by 2022 (Q37-44)	December 2022	Research Staff / HR / RIE
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	as per ECI2 - Include research staff in consultation processes (focus groups/surveys etc) for any new HR / RIE policies	Feedback from research staff community included in policy development	As policies are reviewed.	Research staff / HR / RIE
Employment					
Institutions must:					
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Review pre-interview information for candidates to explain different job families to potential contract research staff	Development of pre-interview information for candidates.	December 2021	HR
		Reference commitments to Concordat in recruitment literature	Recruitment advertisements make clear connections to our commitments to the Concordat	December 2021	HR
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Review local induction processes to ensure consistency of practice across schools	monitor for improved feedback on induction in CEDARS data - aim for >65% in Q20	December 2021	HR
		Develop a programme of training for Line Managers of Researchers highlighting requirements within Concordat. (which would include support for line managers to understand induction requirements)	Evidence of engagement from line managers through regular monitoring by HR of event attendance.	December 2022	HR / RIE
		Provide guidance to researchers about contract types (fixed term / open ended / open ended subject to funding)	monitor for improved feedback on induction in CEDARS data - aim for 10% increase (Q17)	December 2021	HR / RIE
		Run workshops as part of the Researcher Development programme to improve awareness of external research environment and its impact on research staff (funders policies and T+C's, REF, Concordats, Government R+D roadmap, Research culture and integrity)	Evidence of engagement from researchers through regular monitoring by HR of event attendance.	December 2022	RIE
E13	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	monitor engagement with Research promotion framework during AY 2020/21	Data from promotion round on applications/success rate	August 2021 and August 2022	HR / RIE
		Collaborate with DORA implementation group to establish merit-based recognition	Development of policies on DORA implementation	December 2022	RIE
		Explore the adoption of CReDiT taxonomy for authorship contributions	Decision on adoption of CReDiT within University Code of Practice on Research Integrity	August 2021	RI Integrity committee / RIE

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		Explore models of independent support (in addition to that provided by line managers) for researchers applying for promotion (for example 1:1 developmental mentoring, peer mentoring during promotion applications)	Engagement of researchers with mentoring programmes. Data from promotion round on applications/success rate	August 2022	RIE / HR / DLTE
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	as per EC14 - Develop a programme of training for Line Managers of Researchers highlighting requirements within Concordat (which would include Project management training)	Evidence of engagement from line managers through regular monitoring by HR of event attendance. monitor for improved feedback from researchers on institutional culture using CEDARS data - aim for 10% increase (Q26/33)	December 2022	HR / RIE
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Embed revised MyContribution process across university and monitor engagement of researchers with the review process	Evidence of increased annual reviews for research staff	September 2021	HR
E16	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	Establish data set on contract type, length of contract, re-contracting, transfers to academic contracts, and EDI characteristics of research staff and regularly report on trends	Definition of data required for reporting and establishment of regular reports. Review of data trends at Research and Innovation Committee.	August 2021 to establish data set. December 2022 for trends analysis	HR
		Create a mechanism to broker between research staff at end of contract with staff applying for funding to identify 'named researcher' opportunities	Implementation of brokering process. Increased redeployment of researchers at end of contracts as measured by HR data / CEDARS	August 2021 to establish mechanism. December 2022 for review of effectiveness	HR / RIE Schools
E17	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	Maintain research staff representation at university Research and Innovation Committee	Engagement from research staff representative at RIC meetings - 6 per year	December 2022	Research and Innovation Committee
		Offer Research Staff opportunity for representation on School level Research and Innovation Committees	Evidence of research staff representation on School level Research and Innovation Committees	December 2022	School Research and Innovation Committees
		Offer Research Staff opportunities to be involved in Research Centres/Institute decision making process as new structures established	Evidence of research staff engagement with development of new research structures	December 2022	Head of Research - Research Structures
		Share good practices of researcher representation and involvement in decision-making across the Schools	Examples of models of representation shared across Schools	July 2021	Heads of Research / Deans
Managers of researchers must:					
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	as per EC14 - Develop a programme of training for Line Managers of Researchers highlighting requirements within Concordat	Evidence of engagement from line managers through regular monitoring by HR of event attendance.	December 2022	HR / RIE

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EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	Provide coherent signposting of relevant policies for easy access by line managers	Central repository of relevant polices and Codes of Practice relating to research and research staff	September 2021	RIE
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	as per ECI4 - Develop a programme of training for Line Managers of Researchers highlighting requirements within Concordat (which will include support on writing job adverts, developing essential and desirable criteria for research roles, interview techniques to support transparent and fair recruitment)	Evidence of engagement from line managers through regular monitoring by HR of event attendance.	December 2022	HR / RIE
EM4	Actively engage in regular constructive performance management with their researchers	Engagement of line managers of researchers with revised MyContribution review processes	Evidence of an increase in MyContribution reviews being carried out with researchers	August 2022	HR
EM5	Engage with opportunities to contribute to relevant policy development within their institution	as per ECI2 - Include research staff and line managers in consultation processes (focus groups/surveys etc) for any new HR / RIE policies	Feedback from line managers included in policy development	As policies are reviewed	HR / RIE
Researchers must:					
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Researchers engage with inductions and online information regarding institutional and sector policies	Evidence of engagement from researchers with induction events through attendance monitoring by HR - aim for >80% attendance at university induction events by 2022	December 2021	Researchers / HR / RIE
ER2	Understand their reporting obligations and responsibilities	Explain reporting obligations and responsibilities during induction process	Induction process completed in a timely manner	December 2021	Researchers / HR / RIE
ER3	Positively engage with performance management discussions and reviews with their managers	Engagement of researchers with revised MyContribution review process	Evidence of an increase MyContribution reviews being carried out with researchers	August 2022	Researchers / HR
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Engagement of researchers with relevant working groups	Evidence of research staff engagement through membership of working groups including WGs for new research structures.	December 2022	Researchers / RIE / HR / Schools
Professional and Career Development					
Institutions must:					
PCD11	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Develop institutional statement on 10 days of professional development, including examples of relevant activities, and monitoring process	Statement on professional development available for all researchers and line managers. Include reference to professional development for researchers in recruitment materials. monitor engagement with Professional Development through HR attendance data, MyContribution and CEDARS data (aim for >60% staff having +6 days by 2022, Q35)	December 2021	RIE / HR
		Create training and development programme to support researchers involved in Knowledge Exchange	KE training programme launched for AY21/22. monitor engagement from researchers through HR attendance data	August 2021 for programme launch. Report on engagement July 2022.	Head of KE / Head of Researcher Development

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		Develop guidance on costing development time into funding applications to support the 10 days professional development pro rata per year	Guidance available to all PIs involved in funding applications.	January 2022	External Funding Team / Business Engagement Team
		Offer access to Vitae's Researcher Development Framework online planner to all research staff and their line managers	Evidence of engagement with Vitae online planner - through licence data.	June 2021	RIE
		Increase completion rates of exit interviews to allow robust data sets to be developed on career destinations of researchers	Evidence of increased completion rates for exit interviews	January 2022	HR
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Develop a programme of training for Line Managers of Researchers highlighting requirements within Concordat (which would include training in relation to career development support for researchers)	Evidence of engagement from line managers through regular monitoring by HR of event attendance.	December 2022	HR / RIE
		Develop guidance for Line managers to support career conversations within MyContribution process (suitable activities for the 10 days development time, research career paths, opportunities to gain new skills/experience beyond the current project)	monitor for improved feedback on career support in CEDARS data - aim for 10% increase by 2022 (Q25)	December 2022	HR / RIE
		Connect career plans with MyContribution conversations	monitor for improved feedback on career support in CEDARS data - aim for 10% increase by 2022 (Q25)	August 2022	HR / RIE
		Pilot and evaluate a model of independent line management (where line manager is not project PI) within SHSC, and share experience with other Schools	Evaluation data of pilot.	January 2022	Head of Research - Research Structures / Head of Researcher Development
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Review Researcher Development programme provision for research staff considering employment in different sectors	Increased provision of training on career development and employment in non-academic jobs.	August 2021	RIE
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Build longer term mentoring programmes (after pilot in 2020).	Uptake of mentoring opportunities by research staff. Evaluation data of mentoring programme	December 2022	RIE / HR
		Create a mechanism to broker between research staff looking for opportunities to develop leadership skills and initiatives/working groups being established across the university.	Engagement from researchers in cross-university activities. monitor for improved feedback on support for developing leadership in CEDARS data (aim for 10% increase by 2022 (Q30))	December 2022	HR / Schools
		Run Research Leadership development programme	Evidence of engagement from researchers through regular monitoring by HR of event attendance. monitor for improved feedback on support for developing leadership in CEDARS data - aim for increase of 20% by 2022 (Q33)	December 2022	RIE / HR
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Increase involvement of research staff in Business Engagement activities, including involvement in external competitions, Innovation Vouchers, and involvement in business start ups.	Evidence of engagement of researchers with BE team activities	March 2022	Business Engagement team (RIE)

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		Collaborate with Knowledge Exchange Concordat activities to increase skills training for researchers to work across sectors	Increased provision of training for researchers to work across sectors	August 2021	Head of KE / Head of Researcher Development
PCDI6	monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Use MyContribution process to monitor and report on engagement of researchers with professional development activities and review learning records	Learning records capture involvement in professional development activities. Evidence of development reviews in MyContribution data.	August 2022	HR
Managers of researchers must:					
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Line managers should arrange regular career development reviews with their researchers	Evidence of an increase in MyContribution reviews being carried out with researchers	August 2022	Line managers
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Encourage researchers to engage with relevant support such as mentoring schemes, training programmes. Schools should support line managers to engage as mentors in university programmes.	monitor for improved feedback on career support in CEDARS data - aim for 10% increase by 2022 (Q30)	December 2022	Line managers
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	Encourage and support researchers to identify relevant professional development activities and help protect researchers time to engage with such activities	monitor for improved feedback on career support in CEDARS data - aim for 10% increase by 2022 (Q30)	December 2022	Line managers
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	Cascade and advocate for opportunities for researchers to get involved in university initiatives that allow researcher to develop their leadership skills.	monitor for improved feedback on leadership development in CEDARS data - aim for 10% increase by 2022 (Q30)	December 2022	Line managers / Schools
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Target line managers of researchers for attendance at leadership training	Evidence of engagement from line managers in leadership training programmes	August 2022	Line managers / HR
Researchers must:					
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Researchers encouraged to engage with available career opportunities and record this involvement through MyContribution / personal learning record	Evidence of increased time spent on personal development. monitor for improved feedback on career support in CEDARS data - aim for 10% increase by 2022 (Q30)	August 2022	Researchers / HR
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Researchers encouraged to engage with mentoring programmes (both as mentees / mentors as appropriate)	Evidence of engagement of researchers at all career stages in mentoring schemes	December 2022	Researchers / RIE / HR
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	Researchers offered access to Vitae's RDF online planner to build portfolio of evidence	Evidence of engagement with Vitae online planner - through licence data.	August 2022	Researchers / RIE
PCDR4	Positively engage in career development reviews with their managers	Researchers offered career development reviews as part of MyContribution process	Evidence of an increase in MyContribution reviews being carried out with researchers	August 2022	Research Staff / HR / RIE
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Researchers encouraged to engage with opportunities to develop research identity and leadership skills	Evidence of involvement of researchers in cross-university initiatives	December 2022	Researchers / RIE / HR / Schools

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PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Target communications to researchers about training / seminars in these areas and encourage participation where relevant	Evidence of research staff engaging with KE/PE activities	August 2022	Researchers / RIE
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* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.