

**HR Excellence / Concordat Implementation Action Plan (progress Sep 2011-Sep 2013 and future actions Sep 2013 – Sep 2015)**

**Recruitment & Selection (Principle 1)** Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

Clause	Evidence for Current Compliance and Best Practice	2011 Actions	Progress Jul 2013	Action Plan Sep 2013- Sep 2015	Dead-line
1.1	<p>The University Strategic Plan 2011-2015 (USP) sets out the University's strategic ambitions for research.  <a href="http://www.strath.ac.uk/strategicplan/">www.strath.ac.uk/strategicplan/</a></p> <p>USP confirms that the University recruits develops and retains our staff, promoting the University as an employer of choice. It also confirms that our recruitment and selection methods and procedures will ensure that the University attracts exceptional staff from all backgrounds within the UK and from overseas.</p> <p>The Excellence in Research statement at <a href="http://www.strath.ac.uk/strategicplan/thestrategicplan/research">www.strath.ac.uk/strategicplan/thestrategicplan/research</a> outlines our research goals.</p> <p>The Recruitment Practice Guide explains our Guiding Principles of Good Practice in Recruitment.  <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/">www.strath.ac.uk/hr/recruitingatstrathclyde/</a></p> <p>The Recruitment Practice Guide explains the recruitment procedure, which includes fair and transparent recruitment practices and published job information which defines essential and desirable criteria for each post.</p>	<p>Recruitment Practice Guide to be updated and put back on website.</p>	<p><b>Completed:</b>                      The University's Recruitment Practice Guide now includes guidance for managers involved in selection of staff and the recruitment guide is more readily available on the University website. A review of recruitment documentation was carried out in 2012; to enhance the University's branding as an employer of choice we now have more recruitment documentation available online. Please see website link:  <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/">www.strath.ac.uk/hr/recruitingatstrathclyde/</a></p>	<p>Identify "recommended suppliers" of relocation support service (this to complement, and highlighted within, the recently updated Relocation Policy which sets out the financial provision made to support new staff in relocating).</p>	<p><b>Dec 2014</b></p>

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<p><b>1.2</b></p>	<p>The University produced the Equality Outcomes 2013-2017 after extensive consultation with staff and students. They are a requirement of the Equality Act Public Sector Equality Duty:  <a href="http://www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/">www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/</a></p> <p>The Equality and Diversity Policies are available at  <a href="http://www.strath.ac.uk/equalitydiversity/policies/">www.strath.ac.uk/equalitydiversity/policies/</a></p> <p>The University has been recognised as an Investor in People (IIP) for a further three years (until Nov 2013) after achieving the accreditation for a fifth time. Strathclyde has exceeded the IIP's high standards since 1999, which recognise organisations that improve business performance through the effective management and development of employees.</p>	<p>Make specific reference to researcher development opportunities in further particulars and in PGR student marketing literature</p>	<p><b>Completed:</b>  PGRs are made aware of researcher development opportunities upon attendance of the PGR Induction event where marketing of development opportunities are provided within the RDP handbook. The majority of PhD students are enrolled on to the new PG Certificate in Professional Researcher Development which is a ground breaking and first programme in the UK. The RDP and other faculty specific development activities carry credits towards this programme. The University makes reference and links to researcher development opportunities on the University's staff recruitment webpage:  <a href="http://www.strath.ac.uk/hr/workforus/">www.strath.ac.uk/hr/workforus/</a></p>	<p>Conduct a review of how the University's HR Excellence in Research Award is promoted during the recruitment process and make changes as appropriate.</p>	<p><b>Jun 2015</b></p>
<p><b>1.2</b></p>	<p>The University produced the Equality Outcomes 2013-2017 after extensive consultation with staff and students. They are a requirement of the Equality Act 2010:  <a href="http://www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/">www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/</a></p> <p>The Equality and Diversity Policies are available at  <a href="http://www.strath.ac.uk/equalitydiversity/policies/">www.strath.ac.uk/equalitydiversity/policies/</a></p> <p>The University has been recognised as an IIP organisation for a further three years (until Nov 2013) after achieving the accreditation for a fifth time. Strathclyde has exceeded the IIP's high standards since 1999,</p>	<p>Give online guidance on avoiding discrimination.</p>	<p><b>Completed:</b>  A new dedicated equality and diversity website went live in March 2012. The website provides information on University equality policies, the Equality Act 2010 and resources to support staff and students. A revised e-module on equality and diversity was launched in Apr 2012 to raise awareness of all staff. The module covers aspect of discrimination and how to avoid this:  <a href="http://www.strath.ac.uk/equalitydiversity/equalitycourses/">www.strath.ac.uk/equalitydiversity/equalitycourses/</a>  (Over a thousand students (undergraduate and postgraduate levels) in Strathclyde Institute of Pharmacy and Biomedical Sciences in 2012-2013 completed the module.)  The University produced the Equality Outcomes 2013-2017 after extensive consultation with staff and students:  <a href="http://www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/">www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/</a></p>	<p>N/A</p>	<p>N/A</p>

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	which recognise organisations that improve business performance through the effective management and development of employees.				
<b>1.3</b>	The University Fixed-Term Contracts Use Policy states: "Whilst the use of fixed-term contracts will continue to remain appropriate in certain circumstances, they will be utilised only where there is a transparent and objective justification." <a href="http://www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/">www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/</a>	Continued application of University Fixed-Term Contracts Use Policy.	<b>Completed and on-going:</b> Guidance for the Management of Fixed Term Contracts is available on the webpages via the HR homepage which includes the duties for HoD/Grant Holders. Please see webpage link: <a href="http://www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/">www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/</a> <b>Future Actions:</b> Continue application of the webpage guidance and the University Fixed-Term Contracts Use Policy. To publish the recently revised policy framework as a result of extensive engagement with the campus trade unions.	Continue the application of the University Fixed-Term Contracts Use Policy and publish the recently revised policy framework as a result of extensive engagement with the campus trade unions.	<b>Jun 2015</b>
<b>1.4</b>	The Recruitment Practice Guide has a section on interviewing which gives guidance on the composition of recruitment panels: Panels responsible for reviewing progression/promotion are constituted to reflect diversity. Feedback is provided to candidates (internal and external) as requested. <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/">www.strath.ac.uk/hr/recruitingatstrathclyde/</a>	Recruitment Practice Guide to be updated and available online, and to include refresher training.	<b>Completed:</b> Recruitment Practice Guide updated and placed on University website in Apr 2011 which includes guidance for managers involved in recruitment and selection of staff. A review of recruitment documentation and procedure was carried out, now making more available online to enhance our branding as an employer of choice. Please see website at: <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/">www.strath.ac.uk/hr/recruitingatstrathclyde/</a> Online e-learning training is available for Recruitment & Selection procedures. <a href="http://www.strath.ac.uk/hr/learninganddevelopment/elearning/recruitmentselectioncoursedetails/">www.strath.ac.uk/hr/learninganddevelopment/elearning/recruitmentselectioncoursedetails/</a>	Update OSDU Researcher Development webpages to be consistent with the HR guidance webpages (for the use of fixed term contracts).	<b>Oct 2013</b>
<b>1.5</b>	The University has a grading structure which is underpinned by the Hay Job Evaluation scheme and all posts are graded according to the duties and responsibilities of the post. Staff salaries are paid within the range which applies to the grade and salary placing is determined by skills and experience. Standard salary progression (annual increments) arrangements apply for	N/A	N/A	Review published materials in salary payments; enhance communication regarding pay, job descriptions and pay scales.	<b>Jun 2015</b>

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	<p>staff below the top the normal salary range. All staff can be considered for additional payments to recognise exceptional performance.  <a href="http://www.strath.ac.uk/hr/policiesandprocedures/">www.strath.ac.uk/hr/policiesandprocedures/</a></p>				
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**Recognition & Value (Principle 2).** Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.

Clause	Evidence for Current Compliance and Best Practice	2011 Actions	Progress Jul 2013	Action Plan Sep 2013- Sep 2015	Dead-line
2.1	<p>The University is recognised as an IIP organisation until November 2013 after achieving the accreditation for a fifth time. Strathclyde has exceeded the IIP's high standards since 1999, which recognise organisations that improve business performance through the effective management and development of employees.</p> <p>The University's Accountability and Development Review (ADR) process encompasses all researchers, and ensures that a formal process of objective setting and development needs analysis is in place for all research staff.  <a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a></p>	<p>Use feedback from IIP review to assess current research staff engagement levels, through focus groups.</p>	<p><b>On-going</b>            Staff survey in summer 2013 to assess the values of Strathclyde.            A staff engagement strategy has been developed and is being implemented and will be available on the university website once finalised. Current work is looking at enablers of engagement actions for all staff through annual review process.  <b>Future actions:</b>            Develop an engagement plan to enhance and increase researcher engagement.</p>	<p>Conduct a review to establish how research staff are currently involved in decision making through local departments, faculty committees etc. Review how consistent this is across the university. With results of the review, implement agreed recommendations.</p> <p>Develop an engagement plan to enhance and increase researcher engagement.</p>	<p><b>Sep 2015</b></p> <p><b>Oct 2013</b></p>
2.2	<p>This is embedded in the University's HR policies. For example, the University Fixed-Term Contracts Use Policy draws directly on the relevant JNCHES guidance:  <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf">www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf</a></p>	<p>With reference to clause 2.2. Insert a specific statement to this effect on the HR website.</p>	<p><b>Completed:</b>            Guidance for the management of fixed term contracts is available on the webpages via the HR homepage which includes the duties for HoD/Grant Holders, webpage link:  <a href="http://www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/">www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/</a>            We abide by the principles of Fixed Term Employees Regulations (2002) and JNCHES guidance through the above guidance and our University Fixed-Term Contracts Use Policy:  <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf">www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf</a></p>	<p>N/A</p>	<p>N/A</p>

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			<p>Included in the above policy is the statement:          'In the production of this policy and implementation documentation, attention has been given to the requirements of the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulation 2002, SHEFC requirements to reduce as far as possible the use of short-term contracts as a condition of funding, the spirit of the JNCHEs guidance on the use of fixed-term contracts and the University's commitment to reduce as far as possible its reliance on the use of such contracts in favour of continuing appointments where reasonably practical'.          We provide a dedicated website guidance for research staff coming towards the end of contract, please see website link:  <a href="http://www.strath.ac.uk/rdp/toolsresources/howtosupportresearchersendofcontract/">www.strath.ac.uk/rdp/toolsresources/howtosupportresearchersendofcontract/</a>          This is augmented by regular communications from by HR to individuals and HoDs when end of contract is nearing.</p>		
<p><b>2.3</b></p>	<p>The University's ADR ensures that all researchers will participate in a formal performance management review. Reviewers are offered training in setting and agreeing objectives, providing feedback and identifying appropriate development needs and support. As well as ADR training we provide training in performance management, mentoring, coaching and 'ADR quality conversations'. Extensive ADR guidance procedures for reviewers is available on our webpages:  <a href="http://www.strath.ac.uk/hr/learninganddevelopment/adr/">www.strath.ac.uk/hr/learninganddevelopment/adr/</a>          Specific ADR guidance for reviewers of Research Staff can be found on webpages:  <a href="http://www.strath.ac.uk/hr/learninganddevelopment/adr/adr-">www.strath.ac.uk/hr/learninganddevelopment/adr-</a></p>	<p>All new research managers should undergo ADR training.</p>	<p><b>Completed and on-going:</b>          ADR is now going into the third year and reviewer training has continued. ADR process has been developed to include the linking of objectives to organisational priorities. As well as ADR training we provide training in performance management, mentoring, coaching and 'ADR quality conversations'. Extensive ADR guidance procedures for reviewers is available on our webpages:  <a href="http://www.strath.ac.uk/hr/learninganddevelopment/adr/">www.strath.ac.uk/hr/learninganddevelopment/adr/</a>          Specific ADR guidance for reviewers of Research Staff can be found on webpages:  <a href="http://www.strath.ac.uk/hr/learninganddevelopment/adr/adr-typesandexamplesofobjectives-academic/">www.strath.ac.uk/hr/learninganddevelopment/adr/adr-typesandexamplesofobjectives-academic/</a>          In addition we provide a guidance document on 'Setting work objectives and associated Development Planning' see document:  <a href="http://www.strath.ac.uk/media/ps/humanresources/adr/ADRAdditionalGuidanceObjectiveSetting.pdf">www.strath.ac.uk/media/ps/humanresources/adr/ADRAdditionalGuidanceObjectiveSetting.pdf</a>          Training sessions are also available for reviewees.</p>	<p>N/A</p>	<p>N/A</p>

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	<p><a href="#">typesandexamplesofobjectives-academic/</a>                  In addition we provide a guidance document on 'Setting work objectives and associated Development Planning' see document:  <a href="http://www.strath.ac.uk/media/ps/humanresources/adr/ADRAdditionalGuidanceObjectiveSetting.pdf">www.strath.ac.uk/media/ps/humanresources/adr/ADRAdditionalGuidanceObjectiveSetting.pdf</a>                  Training sessions are also available for reviewees.</p>				
2.3	<p>An evaluation of the pilot has already been conducted and the ADR process has been fully reviewed in year 2.</p>	<p>Review ADR Process in year 2.</p>	<p><b>Completed:</b>                  ADR was reviewed and a number of enhancements have been made to system to make it more user friendly. Completion rates are monitored and development outcomes are analysed to ensure provision is closely aligned to need. We have also enhanced training sessions to include 'ADR quality conversations' workshops.</p>	N/A	N/A
2.3		<p>Pilot 360 degree development feedback in research leadership programme.</p>	<p><b>Completed and on-going:</b>                  Roll out was completed and there is growing engagement with 360 degree development feedback which is based on our leadership competency framework. A research leader cluster programme also took place and an evaluation of the outcomes and lessons learned is currently underway.  <a href="http://www.strath.ac.uk/hr/spiral/toolsandresources/">http://www.strath.ac.uk/hr/spiral/toolsandresources/</a></p>	N/A	N/A
2.4	<p>Advice and assistance is offered to researchers 4 months before the end of their fixed term contract. Support is offered with careers advice and job search. The University's Policy on the Use of Fixed-Term Contracts (Renewal of fixed term contracts) outlines the point at which a member of staff, where appropriate, will be deemed to hold a continuing contract.   <a href="http://www.strath.ac.uk/rdp/toolsresources/">www.strath.ac.uk/rdp/toolsresources/</a></p>	<p>With reference to clause 2.4, make it explicit on the HR webpages.</p>	<p><b>Completed:</b>                  Dedicated website guidance for Research Staff coming towards the end of contract is available and includes information on what happens 4 months before the end of their contract and the options available to them, including our redeployment policy and careers/job search advice and links, which can be found here:  <a href="http://www.strath.ac.uk/rdp/toolsresources/howtosupportresearchersendofcontract/">www.strath.ac.uk/rdp/toolsresources/howtosupportresearchersendofcontract/</a>                  Extensive guidance for the Management of Fixed Term Contracts is available on the webpages via the HR homepage which includes the duties for</p>	<p>Develop and implement a plan to increase understanding of best practice of research staff end of contract support and equal opportunities for research staff in a fixed term contract within the HoDs, PIs, grant holders and research leaders community.</p> <p>Develop and provide information for PIs/grant holders on the position of funding bodies for researchers on maternity leave/sick leave and other</p>	<p><b>Dec 2014</b></p> <p><b>Jun 2014</b></p>

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	<p><a href="http://www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/">http://www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/</a></p> <p><a href="http://www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf">www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf</a></p>		<p>HoDs/Grant Holders, including a Redeployment Policy, please see webpage link:  <a href="http://www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/">www.strath.ac.uk/hr/policiesandprocedures/managementoffixedtermcontracts/</a>          The University abides by the principles of Fixed Term Employees Regulations (2002) and JNCHES guidance through the above guidance and our Fixed-Term Contracts Use Policy:  <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf">www.strath.ac.uk/media/ps/humanresources/policies/Fixed_Term_Contracts_Use_Policy.pdf</a>          Included in the above policy is the statement: 'In the production of this policy and implementation documentation, attention has been given to the requirements of the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulation 2002, SHEFC requirements to reduce as far as possible the use of short-term contracts as a condition of funding, the spirit of the JNCHES Guidance on the use of fixed-term contracts and the University's commitment to reduce as far as possible its reliance on the use of such contracts in favour of continuing appointments where reasonably practical'.          This is augmented by regular emails that are issued by HR to individuals and HoDS where end of contract is nearing.</p>	<p>special leave arrangements.</p>	
<p><b>2.4</b></p>	<p>In recent years the Research and Development Fund has been available for PIs to apply for bridging funding for up to 6 months to retain researcher expertise between programmes/grants.</p> <p>The Research and Development Fund is reviewed and enhanced on an annual basis.</p>	<p>RKES to pursue the options to top up this fund.</p>	<p><b>Completed and on-going:</b>          The Research and Development Fund (RDF) is established to provide a source of funding to underpin the research base of the university. The RDF provides a source of funding to a maximum of £10,000 for two principal types of programme - Pump Priming Research and Bridging Funding. Applications must demonstrate:</p> <ul style="list-style-type: none"> <li>• a minimum 50% contribution to the costs of the project; and</li> <li>• A case for urgency.</li> </ul> <p>Applications from early career academics attempting to build a research portfolio will normally be given a higher priority than applications from members of staff who already have an established track record. The funding period will normally be up</p>	<p>Review the Research and Development Fund on an annual basis.</p>	<p><b>Sep 2014 &amp; Sep 2015</b></p>

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			to a maximum of six months. <b>Further action:</b> The Research and Development Fund is reviewed and enhanced on an annual basis.		
2.5	<p>As specified by the Framework Agreement, all University staff represented by the Joint Negotiating Committee for Higher Education Staff (JNCHES) has been transferred onto the new 51 point single pay spine. Where staff has been placed on this 51 point pay spine was determined by the outcome of an analytical job evaluation exercise, using the Hay Job Evaluation scheme.</p> <p><a href="http://www.strath.ac.uk/media/ps/humanresources/jobdescriptors/ResearchJobLevelDescriptors.pdf">www.strath.ac.uk/media/ps/humanresources/jobdescriptors/ResearchJobLevelDescriptors.pdf</a></p> <p>Research staff receives incremental awards in line with other staff and have the same opportunities to access contribution pay including one off bonuses, accelerated increments or a move to a contribution point.</p>	N/A	N/A	N/A	N/A
2.6	<p>As part of the Researcher Development project 2011, an outcome achieved is the development of career pathway guidance materials for research staff, drawing on the national Researcher Development Framework (RDF):</p> <p><a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a></p> <p>In addition, Job Level Descriptors and template job profiles are published for each research grade level.</p> <p>Promotion/re-grading procedures are available to allow cases to be considered where appropriate.</p> <p>Contribution Pay Policy also defines</p>	Career Pathway strand of Researcher Development Project - To be published on web.	<p><b>Completed</b></p> <p>Web information is available to support The Strathclyde Researcher Career Pathways use as well as giving information on what it is and how it was developed. Specific information is available to support Researchers, Managers and the ADR process. The pathway is the development framework which underpins My CPD.</p> <p><a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a></p> <p>In addition there is clear HR guidance on Job Level Descriptors for each research grade</p> <p><a href="http://www.strath.ac.uk/hr/careerpathways/academicprofessionalstaff/">www.strath.ac.uk/hr/careerpathways/academicprofessionalstaff/</a></p>	N/A	N/A

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arrangements for additional pay progression to be considered and applies to all staff categories.				
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**Support and Career Development (Principle 3 & 4).** Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment (Principle 3). The importance of researchers personal and career development, and lifelong learning, is clearly recognised and promoted at all stages (Principle 4).

Clause	Evidence for Current Compliance and Best Practice	2011 Actions	Progress Jul 2013	Action Plan Sep 2013- Sep 2015	Dead-line
3.1	<p>The University involved its researchers in, and consulted with its researchers on, the strands of the Researcher Development project. Feedback received was incorporated in the Action Plan.</p> <p>The University is the first in the UK to offer researchers a Postgraduate Certificate in Researcher Development. The Advanced Academic Studies Programme (PgCert) has two pathways – Researcher Development and Academic Practice. A new Knowledge Exchange Pathway within the Advanced Academic Studies Programme (PgCert) will shortly be in development to provide a suite of innovative modules to support the career and professional development of KE staff. The modular programme aims to provide a CPD framework for self-directed professional development for academics and to provide a structure for personal and professional planning that will meet the needs of course participants engaged in different aspects of academic practice. Modules available include; Building a Successful Research Career, Knowledge Exchange and Innovation Training.</p>	<p>Consult with Researchers on the strands of the Researcher Development Project – feedback to be implemented.</p> <p>*Through the Research Staff Development Forum *Through Faculty Research Committees *Through Research Engagement Group.</p>	<p><b>Completed and on-going:</b> A Research Staff Development Forum in March 2011 enabled consultation on the work of the project from researchers and groups undertaking the PGCert. Consultation with the Researcher Development Implementation Group (RDIG now disbanded) in the Induction framework and consultation with REG for Master classes for the Strathclyde Programme in Research and Leadership (SPIRAL). The future work with the mid-late career academics and researchers will result in consultation at the planning stage with groups such as RDG, REG, Professors and Deans as well as subject matter experts.</p> <p>ASS has two pathways – Researcher Development and Academic Practice. Uptake has been excellent with all places filled. A new Knowledge Exchange Pathway within the Advanced Academic Studies Programme (PgCert) will shortly be in development to provide a suite of innovative modules to support the career and professional development of KE staff. The new Researcher Development module in Knowledge Exchange and Innovation Training has been validated and will be delivered in the Autumn. Two further modules, Enterprise for Researchers and Research Management and Leadership, are proposed for development. <a href="http://www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/">www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/</a> <b>Further action:</b> Recruit a Grade 8 F/T Teaching Fellow with the primary function of developing and delivering the</p>	<p>Develop a communication plan for the Researcher Pathway in the AAS to increase awareness in the University.</p> <p>In response to trends in the NSS, review how to respond to the needs of academics specifically in terms of achieving best practice in assessment and feedback.</p>	<p><b>Sep 2015</b></p> <p><b>Sep 2015</b></p>

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	<p>Two further modules, Enterprise for Researchers and Research Management and Leadership are in development. Participants can register for modules on a free standing basis or combine 3 modules to gain a Postgraduate Certificate in Researcher Development.  <a href="http://www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/">www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/</a></p> <p>The Researcher Development Programme (RDP) offers staff and postgraduate research students a wide range of generic skills development opportunities:  <a href="http://www.strath.ac.uk/rdp/">www.strath.ac.uk/rdp/</a></p>		<p>new KE pathway.          Additionally, in response to recent trends in the NSS, review how to respond to the needs of academics specifically in terms of achieving best practice in assessment and feedback. Options we are looking into at the moment include master classes in assessment and feedback and potentially a dedicated module on the PgCert focusing on e-assessment and innovative forms of effective feedback.</p>		
<p><b>3.2</b></p>	<p>As part of the Researcher Development project 2011, an outcome achieved is the development of career pathway guidance materials for research staff, drawing on the RDF:  <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a></p> <p>The University's promotion and re-grading procedures allow for progress within and across staff categories, recognising that there may be mobility across job types. Research staff has opportunities for promotion within the research career path or for transfer to a more appropriate career path when appropriate.</p> <p>The University conducted work on the "Academic Professional", which looks at the staff categories of Academic, Research and Teaching and has identified a number of</p>	<p>Career Pathway strand of Researcher Development Project.</p>	<p><b>Completed:</b>          The Strathclyde Researcher Career Pathway sets out the specific knowledge, skills and behaviour of a Researcher at Strathclyde at different levels of their development. It is embedded within My CPD where researchers can actively identify and plan their Career and Personal Development.  <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a></p>	<p>N/A</p>	<p>N/A</p>

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	measures to promote parity of esteem and clarity of career progression arrangements across these staff categories. The University's ADR process also promotes personal and career development and lifelong learning. <a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a>				
<b>3.2</b>	The University has implemented a mentoring scheme which offers researchers the opportunity to learn from the mentor's experience and attributes, whilst retaining responsibility for actively pursuing their personal development and setting goals that a mentor's guidance can help them achieve. <a href="http://www.strath.ac.uk/hr/mentoringstrathclyde/">www.strath.ac.uk/hr/mentoringstrathclyde/</a>	Implement Mentoring Scheme (strand of Researcher Development Project).	<b>Completed and on-going:</b> First cycle of mentoring scheme completed in May 2013, with positive feedback from final evaluation conducted in Jun 2013. Second cycle open for applications from August 2013, will operate from October 2013 to September/October 2014. This scheme was developed for Early Career Researchers and has been extended to include the SPIRAL audience. Strathclyde has also been part of the SUMAC* user-testing group to increase admin efficiency. <a href="http://www.strath.ac.uk/hr/mentoringstrathclyde/">www.strath.ac.uk/hr/mentoringstrathclyde/</a> *A mentoring database to support the administration of mentoring schemes. Developed by University of St Andrews for the HE Sector. <b>Future Actions:</b> To respond to feedback from the schemes 6 month and 12 month evaluation points.	Respond to feedback from the schemes 6 month and 12 month evaluation points.	<b>Jul 2014</b> <b>Jul 2015</b>
<b>3.3</b>	The University now provides an Induction specifically for Research Staff and New Research Staff Induction guidelines. Both aim to raise awareness of the University's extensive development provision for Research staff, including generic skills. New Research Staff Induction webpages: <a href="http://www.strath.ac.uk/staffinduction/researcher/">www.strath.ac.uk/staffinduction/researcher/</a> New Research Staff Induction Guidelines: <a href="http://www.strath.ac.uk/media/ps/humanresources/newstaffinductionmaterials/New_Member_of_Research_Staff_Induction_Guidelines.pdf">www.strath.ac.uk/media/ps/humanresources/newstaffinductionmaterials/New_Member_of_Research_Staff_Induction_Guidelines.pdf</a>	Review & update Researcher Induction (strand of Researcher Development project).	<b>Completed:</b> A research staff induction framework has been developed which includes a specific induction event for Research Staff. Feedback and evaluation developed the framework further to include a more blended approach to the Induction provision. New web pages for research staff induction are now available. The researcher staff induction pilot evaluation received positive feedback, with adjustments to timing making it more effective. We now run Institutional <a href="#">Research Staff Induction Events</a> 3 times per year. The Induction provision includes information and guidance of the development opportunities for generic skills development. To support local/departmental provision, we have developed New Research staff specific Induction Guidelines and updated checklist; the materials are now available online. The	Develop institutional e-learning Induction training specifically for research staff.	<b>Jan 2015</b>

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	<p>New Research Staff Induction Checklist:  <a href="http://www.strath.ac.uk/media/ps/humanresources/newstaffinductionmaterials/Research_Staff_Induction_Checklist.pdf">www.strath.ac.uk/media/ps/humanresources/newstaffinductionmaterials/Research_Staff_Induction_Checklist.pdf</a>            Researcher Induction Event Programme Details:  <a href="https://moss.strath.ac.uk/developmentandtraining/resourcecentre/Pages/OSDU/Research%20Staff%20Induction.aspx">https://moss.strath.ac.uk/developmentandtraining/resourcecentre/Pages/OSDU/Research%20Staff%20Induction.aspx</a></p>		<p>materials include links to sources of information and advice. Induction materials are also advertised frequently through our corporate communications for research staff (ResNews and Weekly Digest).  <b>Future Actions:</b>            RKES are developing institutional e-learning Induction training specifically for research staff.</p>		
3.3	<p>RDP offers courses in a range of transferable skills including Project and Risk Management, Enterprise and Commercialisation and Research Leadership.  <a href="http://www.strath.ac.uk/rdp">www.strath.ac.uk/rdp</a></p> <p>The University participates in and has hosted national training initiatives led by the Vitae Scotland and NI hub, including; Broadening Horizons career management for research staff -supporting part-time researchers; and hosted First Steps in Knowledge Exchange workshops.</p>	<p>Use focus groups of researchers to establish ways in which the RDP can be strengthened.</p>	<p><b>Completed and on-going:</b>            During 2012/13 Strathclyde's RDP underwent a number of enhancement-led developments based on feedback from research staff engagement, specifically in relation to enterprise provision. This was achieved through (1) a roadshow of lunchtime focus groups/information sessions and (2) level 2-4 evaluation of provision.  <b>Future actions:</b>            Continued engagement at regular intervals with the research staff community, providing improved ways to feedback on the programme.</p>	<p>Increase researchers' knowledge and understanding of Pathways to Impact, REF, Public Engagement and Research Impact through the creation and delivery of training and events with case study examples which will be publicised to the researcher community via Impact Acceleration Account webpages, and other channels as appropriate.</p> <p>Continue engagement through focus groups at regular intervals with the research staff community, providing improved ways to feedback on the RDP.</p>	<p><b>Sep 2015</b></p> <p><b>Sep 2014 &amp; Sep 2015</b></p>
3.4	<p>The University's Career Service has a dedicated research staff career guidance service.  <a href="http://www.strath.ac.uk/rdp/toolsresources/ecr">www.strath.ac.uk/rdp/toolsresources/ecr</a>            Research staff and their managers can also consult the University Organisational and Staff Development Unit (part of the HR team).</p> <p>The EPSRC funded Bridging the Gap project will continue to provide support and seed corn funding to researchers embarking on</p>	<p>Deliver career pathway materials for research staff, drawing on the RDF.</p>	<p><b>Completed and on-going:</b>            Information for researchers and managers to support the use of the Career Pathway is available on line:  <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a>            My CPD is an on-line tool which supports researchers with their personal and career development by assisting them to identify, plan and record their CPD. The Strathclyde Researcher Career Pathway is the development framework which underpins My CPD.  <a href="http://www.strath.ac.uk/rdp/toolsresources/mycpd/">www.strath.ac.uk/rdp/toolsresources/mycpd/</a>            The background information makes the connection to the RDF.</p>	<p>Continue to develop and respond to feedback from My CPD.            Continue to run 'Taking Control of Your CPD'.</p>	<p><b>Sep 2015</b></p>

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	imaginative collaborative projects. <a href="http://www.strath.ac.uk/btg/">www.strath.ac.uk/btg/</a>		A ½ day workshop is available to Research Staff to support their use of the pathway and My CPD – ‘Taking Control of Your CPD’ - <a href="https://bookings.strath.ac.uk/courseDetails.asp?course=TCYC">https://bookings.strath.ac.uk/courseDetails.asp?course=TCYC</a> This is available through RDP and this year, as a result of feedback, is part of SPIRAL. <b>Future Actions:</b> To continue to develop and respond to feedback from My CPD. Continue to run ‘Taking Control of Your CPD’.		
3.5	An outcome achieved as part of the Researcher Development project 2011, is development of the development of career pathway guidance materials for research staff, drawing on the RDF. <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a>  In addition, Job Level Descriptors and template job profiles are published for each research grade level. Promotion/re-grading procedures are available to allow cases to be considered where appropriate. Contribution Pay Policy also defines arrangements for additional pay progression to be considered and applies to all staff categories. <a href="http://www.strath.ac.uk/hr/careerpathways/academicprofessionalstaff/">www.strath.ac.uk/hr/careerpathways/academicprofessionalstaff/</a>	Career pathway – written guidance which reflects the essential skills set for each grade level to be used by research staff and their managers discussing career development.	<b>Completed:</b> The career pathway focuses on knowledge, skills and behaviours and is a development framework, based on the RDF. It complements the existing HR information on job level descriptors for each research and academic grade: <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a> <a href="http://www.strath.ac.uk/hr/careerpathways/academicprofessionalstaff/">www.strath.ac.uk/hr/careerpathways/academicprofessionalstaff/</a>	Design a CPD framework for research leaders and academic staff which maps career stage with guidance and recommended development activities internally and externally. Publish on web.  Map our newly developed SPIRAL to the RDF, include in the CDP framework, and publish on the web.	<b>Dec 2013</b>  <b>Dec 2013</b>
3.5	An outcome achieved as part of the Researcher Development project 2011, is development of the Continuing Professional Development framework which research staff can use to plan and record their development activities. My CPD was launched in May 2012 for research staff to plan and record their development using an on-line	Develop a Continuing Professional Development framework which research staff can use to plan and record development activities.	<b>Completed and on-going:</b> My CPD was launched in May 2012 for research staff to plan and record their development using an on-line tool. It also links out to development provision available to them within the University. <a href="http://www.strath.ac.uk/rdp/toolsresources/mycpd/">www.strath.ac.uk/rdp/toolsresources/mycpd/</a> All new research staff automatically receives an email with log-in details in the first few weeks of commencing work. It is also part of the Induction Day for Research Staff and is advertised through	Review and enhance the communication plan for the following: HR Excellence in Research, The Concordat to Support the Development of Researchers, Research Excellence Framework, Vitae RDF & Planner, Strathclyde Researcher Career Pathways & My CPD Tool, Mentoring@Strathclyde, SPIRAL, and the Researcher	<b>Apr 2014</b>



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	<a href="http://www.strath.ac.uk/rdp/toolsresources/mycpd/">tandtraining/resourcecentre/Pages/OSDU/Research%20Staff%20Induction.aspx</a>				
3.6	<p>My CPD was launched in May 2012 for research staff to plan and record their development using an on-line tool:  <a href="http://www.strath.ac.uk/rdp/toolsresources/mycpd/">www.strath.ac.uk/rdp/toolsresources/mycpd/</a>                      It also links out to development provision available to them within the University:</p> <p>All new research staff automatically receives an email with log-in details for My CPD in the first few weeks of commencing work. My CPD is covered within the Institutional Research Staff Induction Event and is advertised in RDP.</p> <p>We offer Research Staff the opportunity to attend 'Taking control of Your CPD' – a course to help researchers take greater responsibility for their development, it show cases My CPD and offers development frameworks to help support that planning process:  <a href="https://bookings.strath.ac.uk/courseDetails.asp?course=TCYC">https://bookings.strath.ac.uk/courseDetails.asp?course=TCYC</a></p>	<p>Deliver an online CPD framework tool to assist research staff in taking responsibility for own development. Highlight institutional provision and CV guidance.</p>	<p><b>Completed:</b>                      During the induction event for Research Staff, My CPD is demonstrated. Guidance for managers and researchers on Strathclyde Researcher Career Pathway and My CPD is available online. There are a number of helpful resources to support researcher's development – from CV planning to what training courses are available within Strathclyde.  <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a>  <a href="https://moss.strath.ac.uk/cpd/Pages/Home.aspx">https://moss.strath.ac.uk/cpd/Pages/Home.aspx</a>  <a href="https://moss.strath.ac.uk/cpd/Pages/Supporting%20Information.aspx">https://moss.strath.ac.uk/cpd/Pages/Supporting%20Information.aspx</a></p>	N/A	N/A
3.7	<p>Guidance for managers and researchers on Strathclyde Researcher Career Pathway and My CPD is available online.</p> <p>RDP at Strathclyde offers comprehensive training for researchers.  <a href="http://www.strath.ac.uk/rdp/">www.strath.ac.uk/rdp/</a>                      The University's ADR (replacing previously separate appraisal and development processes) ensures</p>	<p>Deliver career pathway guidance materials for research staff, drawing on the RDF.</p>	<p><b>Completed:</b>                      Strathclyde Researcher Career Pathway clearly articulates the knowledge, skills and behaviours at different stages of their development.  <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a>                      It is the development framework which underpins My CPD.  <a href="http://www.strath.ac.uk/rdp/toolsresources/mycpd/">www.strath.ac.uk/rdp/toolsresources/mycpd/</a></p>	N/A	N/A

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	that all researchers participate in a formal annual review. At its heart is the aim to foster a culture in which staff is empowered to take ownership of their own performance and development in alignment with the strategic direction of their Department, Faculty and the University. <a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a>				
3.8	An outcome achieved as part of the Researcher Development project 2011, is development of the researcher career pathway guidance materials for research staff, drawing on the RDF.		<b>Completed:</b> Career Development support for Researchers is available through a number of ways: The ADR Process <a href="http://www.strath.ac.uk/hr/learninganddevelopment/adr/">www.strath.ac.uk/hr/learninganddevelopment/adr/</a> The Strathclyde Researcher Career Pathway includes guidance information: <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/</a>	N/A	N/A
3.8				Develop a Best Practice Guidance for the Management of Research Staff.	<b>Jun 2014</b>
3.8	The University has implemented a mentoring scheme which offers researchers the opportunity to learn from the mentor's experience and attributes, whilst retaining responsibility for actively pursuing their personal development and setting goals that a mentor's guidance can help them achieve. <a href="http://www.strath.ac.uk/hr/mentoringstrathclyde/">www.strath.ac.uk/hr/mentoringstrathclyde/</a>	Implement a mentoring scheme for research staff.	<b>Completed and on-going:</b> Mentoring @ Strathclyde – a Mentoring Scheme to support Research Staff with their Career Development: <a href="http://www.strath.ac.uk/hr/mentoringstrathclyde/">www.strath.ac.uk/hr/mentoringstrathclyde/</a>  The first cycle was completed in May 2013, the second cycle applications opened in August 2013.  The scheme will continue to run whilst responding to participant feedback as appropriate.	N/A	N/A
3.9	The University supports members of staff to complete accredited programmes within the University in line with Regulations 7.2.11 to 7.2.17: <a href="http://www.strath.ac.uk/hr/learninganddevelopment/">www.strath.ac.uk/hr/learninganddevelopment/</a>  OSDU webpages: <a href="http://www.strath.ac.uk/hr/learninganddevelopment/">www.strath.ac.uk/hr/learninganddevelopment/</a>	Include on HR website.	<b>Completed:</b> A link from the <a href="#">OSDU</a> webpages is live and includes information about University regulations which support members of staff undertaking an accredited course of study within the University of Strathclyde. The link provided directs staff to the General Regulations Document Part 1. Within Part 1 you can view fees for members of staff.	Include in SPIRAL a session for PIs/grant holders/research leaders on the management of the professional development of researchers; to include basic coaching conversational skills related to the subject.	<b>Dec 2014</b>

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	<p><a href="#">lopment/</a></p> <p>ADR also promotes development activity relevant to the individual's role. ADR also involves setting work objectives for the coming year, thereby encouraging appropriate distribution of work and taking advantage of individual strengths and talents. <a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a></p>				
<b>3.9</b>	<p>My CPD is available for research staff to plan and record their development using an on-line tool. It also links out to development provision available to them within the University.</p> <p><a href="http://www.strath.ac.uk/rdp/toolsresources/mycpd/">www.strath.ac.uk/rdp/toolsresources/mycpd/</a></p> <p>All new members of research staff automatically receive an email with log-in details for My CPD in the first few weeks of commencing work. My CPD is covered within the Institutional Research Staff Induction Event and is advertised in the RDP.</p> <p>We offer research staff the opportunity to attend 'Taking Control of Your CPD' – a course to help researchers take greater responsibility for their development; it showcases My CPD and offers development frameworks to help support that planning process.</p>		<p><b>Completed:</b></p> <p>Information is available to managers on the use of the Strathclyde Career Pathway <a href="http://www.strath.ac.uk/rdp/toolsresources/researchcareerpathways/srcpguidanceformanagers/">www.strath.ac.uk/rdp/toolsresources/researchcareerpathways/srcpguidanceformanagers/</a></p> <p>Through SPIRAL, research leaders are offered a number of development options to support their people development role such as 'Mentoring Skills'. <a href="https://bookings.strath.ac.uk/courseDetails.asp?course=SLR2">https://bookings.strath.ac.uk/courseDetails.asp?course=SLR2</a></p>	N/A	N/A
<b>4.10</b>	<p>The ADR is designed to enable all employees to perform to the best of their ability and to contribute towards the success of our University.</p> <p><a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a></p> <p>The University's Career Service has a dedicated research staff career guidance service:</p> <p><a href="http://www.strath.ac.uk/rdp/toolsresources/">www.strath.ac.uk/rdp/toolsresources/</a></p>			N/A	N/A

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	<a href="#">ecr/</a> Research staff receives informal career guidance from research managers and through departmental mentoring schemes.				
<b>4.11</b>	The University is the first in the UK to offer researchers a Postgraduate Certificate in Researcher Development. ASS has two pathways – Researcher Development and Academic Practice. A new Knowledge Exchange Pathway within the Advanced Academic Studies Programme (PgCert) will shortly be in development to provide a suite of innovative modules to support the career and professional development of KE staff. The modular programme aims to provide a CPD framework for self-directed professional development for academics and to provide a structure for personal and professional planning that will meet the needs of course participants engaged in different aspects of academic practice. Modules available include; Building a Successful Research Career, Knowledge Exchange and Innovation Training. Two further modules, Enterprise for Researchers and Research Management and Leadership are in development. Participants can register for modules on a free standing basis or combine 3 modules to gain a Postgraduate Certificate in Researcher Development. <a href="http://www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/">www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/</a>		<b>Completed and on-going:</b> ASS has two pathways – Researcher Development and Academic Practice. Uptake has been excellent with all places filled. A new Knowledge Exchange Pathway within the Advanced Academic Studies Programme (PgCert) will shortly be in development to provide a suite of innovative modules to support the career and professional development of KE staff. The new Researcher Development module in Knowledge Exchange and Innovation Training has been validated and will be delivered in the Autumn. Two further modules, Enterprise for Researchers and Research Management and Leadership, are proposed for development. <a href="http://www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/">http://www.strath.ac.uk/hr/learninganddevelopment/advancedacademicstudies/</a>	Provide a programme of development activities to enhance knowledge exchange and business impact for research staff.	<b>Sep 2015</b>
<b>4.12</b>	CAPLE is now disbanded and the PgCert AAS now comes under	Encourage ADR reviewers to direct	<b>Completed and on-going:</b> AAS now comes under OSDU. ADR is now going	Compile a guide for international cultural business etiquette and	<b>Feb 2014</b>

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	OSDU which offers a range of programmes to promote and support good practice in all aspects of teaching, learning and assessment.	researchers to make use of the support available in CAPLE.	into the third year and reviewer training has continued. We provide extensive ADR guidance procedures for reviewers on our webpages: <a href="http://www.strath.ac.uk/hr/learninganddevelopment/adr/">www.strath.ac.uk/hr/learninganddevelopment/adr/</a> Specific guidance for ADR for Research Staff can be found on webpages: <a href="http://www.strath.ac.uk/hr/learninganddevelopment/adr/dr-typesandexamplesofobjectives-academic/">www.strath.ac.uk/hr/learninganddevelopment/adr/dr-typesandexamplesofobjectives-academic/</a> In addition we provide a guidance document on 'Setting work objectives and associated Development Planning': <a href="http://www.strath.ac.uk/media/ps/humanresources/adr/ADRAdditionalGuidanceObjectiveSetting.pdf">www.strath.ac.uk/media/ps/humanresources/adr/ADRAdditionalGuidanceObjectiveSetting.pdf</a>	publish on the web.  Provide further development support for research staff internationalisation activity – such as International programmes including business etiquette; international business development.	<b>Sep 2015</b>
<b>4.13</b>	Researchers are directly represented at departmental meetings.  Researchers are directly represented on the Researcher Development Implementation Group.	Explore with academic departments how to provide researchers with information and integrate them into consultation exercises and decision making activities. Confirm to departments that an ADR objective for research staff might include participation in appropriate cross institutional working groups.	<b>Completed and on-going:</b> ADR guidance on Activities Supporting Personal and Professional Learning and Development and Setting Work Objectives and Associated Development are available on the HR webpages. This includes guidance for research and academic staff objectives. <b>Further action:</b> Explore with academic departments how to provide researchers with information and integrate them into consultation exercises and decision making activities.	Implement a cross-faculty research and academic staff forum twice per year to create opportunities for research staff to be involved in developments, provide feedback for improvements, and create networks. Encourage PIs/grant holders/research managers to support this and faculties to host.  Continue engagement at regular intervals with the research staff community, providing improved ways to feedback on the RDP.  Support existing research staff associations/networks, effectively engaging them in University-level decision making. Ensure PIs/grant holders/research managers fully support the empowerment of the research community through this approach.	<b>Aug 2015</b>  <b>Sep 2015</b>  <b>Sep 2015</b>
<b>4.14</b>	Mentoring @Strathclyde has been available to research staff since February 2012: <a href="http://www.strath.ac.uk/hr/mentoringstrathclyde/">www.strath.ac.uk/hr/mentoringstrathclyde/</a> Also offered is mentoring skills development for research leaders		<b>Completed:</b> Mentoring@Strathclyde has been available to research staff since February 2012: <a href="http://www.strath.ac.uk/hr/mentoringstrathclyde/">www.strath.ac.uk/hr/mentoringstrathclyde/</a> Also offered is mentoring skills development for research leaders through SPIRAL: <a href="https://bookings.strath.ac.uk/courseDetails.asp?cou">https://bookings.strath.ac.uk/courseDetails.asp?cou</a>	Monitor the effectiveness of the mentoring scheme and respond to feedback from the schemes 6 month and 12 month evaluation points.  Investigate the possibility of an academic cross mentoring scheme	<b>Jul 2014</b> <b>Jul 2015</b>  <b>Oct 2013</b>

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	<p>through SPIRAL:  <a href="https://bookings.strath.ac.uk/courseDetails.asp?course=SLR2">https://bookings.strath.ac.uk/courseDetails.asp?course=SLR2</a></p>		<p><a href="#">rse=SLR2</a></p>	<p>with Industry to support academic staff.</p> <p>Promote existing mentoring scheme for new international staff.</p> <p>Implement professional one to one coaching strategy and framework. Promote coaching provision to female researchers in STEM departments and all research staff, academics, research leaders and PIs. Publish on web.</p> <p>Develop a communication plan for Athena SWAN to increase further awareness and understanding with research and academic staff.</p>	<p><b>Apr 2014</b></p> <p><b>Dec 2013</b></p> <p><b>Oct 2013</b></p>
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**Researchers' Responsibilities (Principle 5).** Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

Clause	Evidence for Current Compliance and Best Practice	2011 Actions	Progress Jul 2013	Action Plan Sep 2013- Sep 2015	Dead-line
5.1	<p>Research conducted at the University of Strathclyde must comply with the 'Research Code of Practice' – <a href="http://www.strath.ac.uk/media/ps/cs/gmap/academicaffairs/policies/Research_Code_of_Practice_Final_Version_(May_2010).pdf">http://www.strath.ac.uk/media/ps/cs/gmap/academicaffairs/policies/Research_Code_of_Practice_Final_Version_(May_2010).pdf</a></p> <p>Research must also comply with the 'University Policy and Procedures on Investigations on Human Beings':</p> <p><a href="http://www.strath.ac.uk/ethics/">http://www.strath.ac.uk/ethics/</a></p> <p><a href="http://www.strath.ac.uk/media/ps/cs/gmap/academicaffairs/policies/investigation_on_human_beings.pdf">http://www.strath.ac.uk/media/ps/cs/gmap/academicaffairs/policies/investigation_on_human_beings.pdf</a></p>		<p><b>Completed and on-going:</b></p> <p>Training sessions for researchers in the 'Research Code of Practice' and 'University Policy and Procedures on Investigations on Human Beings' were introduced in 2011, supported by the University Ethics Committee and Research and Knowledge Exchange Services.</p> <p>'Researchers' Guide to Ethics' has been delivered twice, with good uptake from the research staff community. Additionally, new training in Research Integrity which covers the importance of maintaining the highest standards of research integrity, and aims to develop an understanding of the responsibilities of an effective researcher as part of a wider research community has been developed.</p>	<p>Develop communication and implementation plans for the Concordat for Engaging the Public with Research, Concordat to Support Research Integrity and RCUK Pathways to Impact.</p> <p>Review and implement the UK Research Integrity Office Code (UKRIO) and the Concordat on Research Integrity can inform the University of Strathclyde Research Code of Practice.</p> <p>Develop research data management training.</p>	<p><b>Oct 2014</b></p> <p><b>Oct 2014</b></p> <p><b>Oct 2014</b></p>

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<p><b>5.2</b></p>	<p>The <a href="#">RDP</a> provides training and development opportunities in KE and Entrepreneurship, mapped to the RDF, which includes the <a href="#">Enterprise Academy Programme</a>, and Knowledge Exchange and Innovation Training.</p> <p>SPIRAL provides sessions on KE, including Knowledge Exchange Challenge – an output driven, peer to peer initiative to support researchers in their KE endeavors.</p> <p>Bridging the Gap offers support and seed corn funding for researchers wishing to engage in interdisciplinary knowledge exchange. <a href="http://www.strath.ac.uk/btg">www.strath.ac.uk/btg</a></p> <p>The EPSRC has awarded The University of Strathclyde a £2.6M Knowledge Transfer Account (KTA) to help business and industry take advantage of our research, technology and consultancy. The KTA will be used in conjunction with other strategically committed funding sources to deliver a step change improvement in opportunity to participate in exploitation for our research staff. <a href="https://pure.strath.ac.uk/portal/en/projects/knowledge-transfer-account(05e9603b-2eca-491a-a269-6210240056e6).html">https://pure.strath.ac.uk/portal/en/projects/knowledge-transfer-account(05e9603b-2eca-491a-a269-6210240056e6).html</a></p> <p>The Hunter Centre for Entrepreneurship at Strathclyde hosts the Scottish Entrepreneurship Research Seminar and Doctoral Workshop in May each year. This two-day event is a means of bringing together entrepreneurship scholars from across all the Scottish</p>	<p>Include a session on KE and Entrepreneurship in the Induction session for ECRs.</p>	<p><b>Completed and on-going:</b> <a href="#">Research Staff Induction event</a> includes sessions on KE and Entrepreneurship which is run 3 times per year and is being covered with a blended learning approach, both through seminar presentations at the researcher induction event and online learning. The <a href="#">RDP</a> also provides training and development opportunities in KE and Entrepreneurship, mapped to the RDF, which includes the <a href="#">Enterprise Academy Programme</a>, and Knowledge Exchange and Innovation Training. SPIRAL also provides sessions on KE, including Knowledge Exchange Challenge – an output driven, peer to peer initiative to support researchers in their KE endeavors.</p> <p><b>Further action:</b> Develop an online research staff induction programme to include KE and Entrepreneurship (RKES).</p>	<p>Develop an online research staff induction programme to include KE and Entrepreneurship.</p>	<p><b>Jan 2015</b></p>
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	University's to discuss latest research. <a href="http://www.strath.ac.uk/huntercentre/research/scottishentrepreneurshipresearchseminar/#d.en.220182">www.strath.ac.uk/huntercentre/research/scottishentrepreneurshipresearchseminar/#d.en.220182</a>				
5.3	Research at the University is conducted within the terms of the <a href="#">Research Code of Practice</a> .	N/A	N/A	N/A	N/A
5.4	An outcome achieved as part of the Researcher Development project 2011, is the development of researcher career pathway guidance materials for research staff, drawing on the RDF.  ADR discussions allow for career plans to be discussed and for advice from research managers to be provided.	N/A	<b>Completed:</b> The Strathclyde Researcher Career Pathway clearly explains the knowledge, skills and behaviour of a Researcher at different career stages. <a href="http://www.strath.ac.uk/media/ps/humanresources/ecr/Strathclyde_Researcher_Career_Pathway.pdf">www.strath.ac.uk/media/ps/humanresources/ecr/Strathclyde_Researcher_Career_Pathway.pdf</a> The University's annual ADR will support research staff in gaining valuable feedback on their career aspirations.	N/A	N/A
5.5	The University's ADR ensures that all researchers participate in a formal annual review. At its heart is the aim to foster a culture in which staff is empowered to take ownership of their own performance and development in alignment with the strategic direction of their Department, Faculty and the University. <a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a>  An outcome achieved as part of the Researcher Development project 2011, is the development of an online CPD framework and tool to assist research staff in taking responsibility for their own personal development, which also highlights institutional provision relevant to personal needs and provides CV guidance. This will promote the values outlined in this	N/A	N/A	N/A	N/A

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	<p>clause.</p> <p>A further outcome achieved as part of the Researcher Development project 2011, is the development and implementation of a mentoring scheme which offers researchers the opportunity to learn from the mentor's experience and attributes, whilst retaining responsibility for actively pursuing their personal development and setting goals that a mentor's guidance can help them achieve. This will promote the values outlined in this clause.</p>				
<b>5.6</b>	<p>An outcome achieved as part of the Researcher Development project 2011, is the development of an online CPD framework tool to assist research staff in taking responsibility for their own personal development, highlight institutional provision relevant to personal needs and provide CV guidance.</p> <p>The University's ADR ensures that all researchers participate in a formal annual review. At its heart is the aim to foster a culture in which staff is empowered to take ownership of their own performance and development in alignment with the strategic direction of their Department, Faculty and the University.</p> <p><a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a></p>	N/A	<p><b>Completed:</b></p> <p>My CPD offers a record of career and personal development as part of the tool. Researcher's plans and activities are formally discussed annually at ADR and informally throughout the year. Further guidance for managers is available as part of the Strathclyde Researcher Career Pathway: <a href="http://www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/srcpguidanceformanagers/">www.strath.ac.uk/rdp/toolsresources/researchercareerpathways/srcpguidanceformanagers/</a></p> <p>ADR guidance for reviewers is also available. <a href="http://www.strath.ac.uk/hr/adr/">www.strath.ac.uk/hr/adr/</a></p>	N/A	N/A

**Diversity and Equality (Principle 6).** Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Clause	Evidence for Current Compliance and Best Practice	2011 Actions	Progress Jul 2013	Action Plan Sep 2013- Sep 2015	Dead-line
<b>6.1</b>	The University has procured services of Disabled Go to provide quality	N/A	<p><b>Completed:</b></p> <p><a href="#">The Dignity and Respect policy</a> was amended in</p>	As well as current online Equality and Diversity training, provide be-spoke	<b>Sep 2015</b>

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	<p>information on accessibility to buildings on campus to staff, students and visitors:  <a href="http://www.disabledgo.com/en/org/university-of-strathclyde-glasgow">www.disabledgo.com/en/org/university-of-strathclyde-glasgow</a></p>		<p>2013 to take account of updated student appeals, complaints and discipline procedures. The University produced the <a href="#">Equality Outcomes 2013-2017</a> after extensive consultation with staff and students. There is an <a href="#">Equality Outcomes Consultation Report</a> which details the process of the consultation. The Equality Outcomes scheme replaces the former Gender, Disability and Race Equality Schemes. For more information see: <a href="http://www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/">www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/</a>  <a href="#">The Equality and Diversity Policy</a> was approved by the Equality and Diversity Strategy Committee after consultation with HR staff, University staff and the EDSC.</p> <p>A Classroom protocol was included in the University Students Handbook in 2012 and made available to all students via the University website: <a href="http://www.strath.ac.uk/equalitydiversity/equalityinformationforstudents/classroomprotocol/">www.strath.ac.uk/equalitydiversity/equalityinformationforstudents/classroomprotocol/</a></p> <p>A statement on Equality and Diversity, support available for students with disabilities and classroom protocol was distributed to all staff responsible for producing course handbooks for undergraduate and postgraduate students. This would provide consistent information to all students from 2013-2014. Specific information on accessibility and supporting students and staff with disabilities is provided via the University web pages. Each page includes specific web links: <a href="http://www.strath.ac.uk/accessibility/">www.strath.ac.uk/accessibility/</a> and <a href="http://www.strath.ac.uk/about/equality/">www.strath.ac.uk/about/equality/</a></p>	<p>training to relevant departments on Equality and Diversity topics and provide specific training (such as Unconscious Bias) to selected staff groups.</p> <p>Make use of the Vitae resources of 'Every Researcher Counts' Equality and Diversity materials; providing web links to resources, materials and utilising the Vitae case studies.</p> <p>Re-launch the Dignity and Respect Advisers network during 2013-2014.</p>	<p><b>Sep 2015</b></p> <p><b>Dec 2014</b></p>
<p><b>6.2</b></p>	<p>The University's Recruitment Practice Guide contains 7 principles of good practice, including: to seek to select from a diverse pool of candidates.  <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/">www.strath.ac.uk/hr/recruitingatstrathclyde/</a>          The USP sets out the University's strategic ambition to increase the number of researchers recognised</p>	<p>Recruitment Practice Guide to be updated and placed on website.</p>	<p><b>Completed:</b>          Recruitment Practice Guide updated and place on University website in Apr 2011 which includes guidance for managers involved in recruitment and selection of staff. A review of recruitment documentation was carried out, now making more available online to enhance our branding as an employer of choice. Please see website at: <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/">www.strath.ac.uk/hr/recruitingatstrathclyde/</a></p>	<p>N/A</p>	<p>N/A</p>

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	internationally for research excellence. <a href="http://www.strath.ac.uk/strategicplan/">www.strath.ac.uk/strategicplan/</a>				
6.2	<p>The University's internationalisation strategic framework 2011 states the general priority to develop 'an international profile for all staff' and 'to develop policies, structures and procedures that support international working'.</p> <p><b>International Recruitment</b> - The recruitment and employment of high quality international staff is recognised as being of the utmost strategic importance to the University. We have dedicated literature and webpages to provide support and guidance: <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/internationalrecruitment/">www.strath.ac.uk/hr/recruitingatstrathclyde/internationalrecruitment/</a></p>	<p>The standard recruitment literature will be reviewed to ensure that opportunities for international working and global collaborations are promoted.</p> <p>A link to EURAXESS website will be placed on all further particulars to provide information for international applicants.</p>	<p><b>Completed:</b></p> <p>The University provides guidance on the 'Recruiting at Strathclyde' webpages, in particular we have a dedicated web page for international recruitment procedures: <a href="http://www.strath.ac.uk/hr/recruitingatstrathclyde/internationalrecruitment/">www.strath.ac.uk/hr/recruitingatstrathclyde/internationalrecruitment/</a></p> <p>This also includes a Relocation Policy: <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/Relocation_policy_-_revised_Sept_13.pdf">http://www.strath.ac.uk/media/ps/humanresources/policies/Relocation_policy_-_revised_Sept_13.pdf</a></p> <p>The University also subscribes to the <a href="http://www.internationalstaff.ac.uk/">www.internationalstaff.ac.uk/</a> website which offers general assistance to those moving from overseas to work in Higher Education. Within this website there is also specific guidance on working at Strathclyde and living in Glasgow. We ran a pilot of the possible use of EURAXESS; the decision was made not to pursue this option as this time due to resource implications and problems with the interface. However in light of this we have joined <a href="http://www.internationalstaff.ac.uk">www.internationalstaff.ac.uk</a> and we publicise this in recruitment materials.</p>	N/A	N/A
6.3	<p>The University produced the <a href="#">Equality Outcomes 2013-2017</a> after extensive consultation with staff and students.</p> <p>The University operates Flexible Working Arrangements.</p> <p>The University now provides <a href="#">Retirement Guidelines</a> in line with Government legislation, and a Home and Off-campus Working policy. <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/Guidelines_for_Home_Working.pdf">www.strath.ac.uk/media/ps/humanresources/policies/Guidelines_for_Home_Working.pdf</a></p>	Develop a single equality scheme.	<p><b>Completed:</b></p> <p>The University produced the <a href="#">Equality Outcomes 2013-2017</a> after extensive consultation with staff and students. The Equality Outcomes Consultation Report details the process of the consultation: <a href="http://www.strath.ac.uk/media/ps/sees/equality/Strathclyde_Equality_Outcomes_Consultation_Report_Apr_2013.pdf">www.strath.ac.uk/media/ps/sees/equality/Strathclyde_Equality_Outcomes_Consultation_Report_Apr_2013.pdf</a>.</p> <p>The Equality Outcomes scheme replaces the former Gender, Disability and Race Equality Schemes. For more information see: <a href="http://www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/">www.strath.ac.uk/equalitydiversity/publicsectorequalityduty/</a></p> <p>The Equality and Diversity Policy was approved by the Equality and Diversity Strategy Committee after consultation with HR staff, University staff and the EDSC <a href="http://www.strath.ac.uk/equalitydiversity/policies/eq">www.strath.ac.uk/equalitydiversity/policies/eq</a></p>	Review progression/promotion opportunities and processes to check that researchers are treated equally in relation to this area. Create an implementation and action plan from the results of the review.	<b>Dec 2014</b>

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			<p>ualopportunities/ The University produced an <a href="#">Equalities Mainstreaming Report</a> in April 2013 which gives an overview of the University of Strathclyde's approach on equality and diversity and how it is meeting the public sector general equality duty as defined by the Equality Act 2010.</p>		
<b>6.4</b>	<p>The University holds the Athena SWAN Bronze Award which acknowledges an undertaking to the career advancement of women and recognises our achievement in having action plans in place demonstrating progress on gender equality in science, engineering and technology. <a href="http://www.strath.ac.uk/hr/learninganddevelopment/researchstaffdevelopment/athenaswanbronzeaward/">http://www.strath.ac.uk/hr/learninganddevelopment/researchstaffdevelopment/athenaswanbronzeaward/</a>  <a href="http://www.strath.ac.uk/civeng/athena-swan/">http://www.strath.ac.uk/civeng/athena-swan/</a></p>	Complete and submit application for Athena SWAN Bronze Award.	<p><b>Completed:</b> The application was completed and submitted and the University was Awarded the Athena SWAN Bronze August 2011. OSDU/ HR/ ED are currently taking stock of progress made to date as per the action plan for 2011-12. <b>Further action:</b> To continue to embed the action plan for the next two years.</p>	<p>Brief Departmental Athena SWAN and other groups to raise awareness of Athena SWAN and outline the purposes and benefits of the award.</p> <p>As set out in the Athena SWAN action plan, monitor the number of staff who takes maternity, paternity, adoption and parental leave and statistics on staff choosing to return/not return after such leave. This is then reported to EDSC/Athena SWAN steering group who will identify actions.</p> <p>Communicate and signpost the flexible working policy, sick pay and maternity policy to all research staff.</p>	<p><b>Dec 2013</b></p> <p><b>Apr &amp; Nov 2014</b></p> <p><b>Jun 2014</b></p>
<b>6.5</b>	The University operates a <a href="#">Flexible Working</a> policy.	N/A	N/A	N/A	N/A
<b>6.6</b>	Research council grant funding, and other funders who provide funding on a full economic cost basis, include provision for an extension of the grant, up to six months, to cover breaks or delays in the appointment of staff, periods of maternity leave, paternity leave, adoption leave, parental leave, extended jury service or paid sick leave exceeding 3 months (or possibly shorter periods of sick leave if the member of staff is disabled for the purposes of the Disability Discrimination Act 1995 or other exceptional circumstances with	N/A	N/A	N/A	N/A

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	the agreement of the Research Council). This covers 40% of grant funding, for the others; the university bears the cost of absence payments.				
<b>6.7</b>	<p>The university's Recruitment Practice Guide and Equality and Diversity policies ensure that this clause is complied with.</p> <p>As specified by the Framework Agreement, all University staff represented by the Joint Negotiating Committee for Higher Education Staff (JNCHES) has been transferred onto the new 51 point single pay spine. Where staff has been placed on this 51 point pay spine was determined by the outcome of an analytical job evaluation exercise, using the Hay Job Evaluation scheme.</p> <p>The University regularly publishes and updates action plans for the main equality areas to ensure that good practice is promoted and improvements made.</p>	N/A	N/A	<p>Undertake research on gender equality initiatives and good practice in higher education and other organisations, sharing this information with relevant stakeholders to review and implement best practice.</p> <p>Review the LERU paper 'Women, research and University's: excellence without gender bias (Jul 2012) and the LFHE paper 'Women and Higher Education Leadership: Absences and Aspirations' (January 2013) to identify best practice that we could adopt in Strathclyde.</p>	<p><b>Aug 2015</b></p> <p><b>Oct 2013</b></p>
<b>6.8</b>	The English Language Teaching Centre offers a wide range of classes in general English, English for academic purposes and study skills and provides support and advice to all non-native speakers at the University of Strathclyde. Courses are also open to all participants wishing to study in a serious, international environment to improve their communication skills for academic, professional or leisure purposes.	N/A	N/A	N/A	N/A
<b>6.9</b>	Clear guidance is offered within the University's <a href="#">Dignity &amp; Respect</a> policy.	With reference to clause 6.9,	<b>Completed and on-going:</b> Dignity and Respect Policy was reviewed and	N/A	N/A

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	<p><a href="#">The Dignity and Respect Policy</a> was amended in 2013 to take account of updated student appeals, complaints and discipline procedures.</p> <p>We also provide procedural support for Research and Academic staff in issues of Grievance.  <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/GrievanceProcedure..pdf">http://www.strath.ac.uk/media/ps/humanresources/policies/GrievanceProcedure..pdf</a></p>	<p>monitor annually to establish whether researchers have concerns.</p>	<p>updated, following consultation it was implemented in Apr 2012. The Dignity and Respect Policy Framework provides support to all staff. Subsequently <a href="#">The Dignity and Respect Policy</a> was amended in 2013 to take account of updated student appeals, complaints and discipline procedures.  <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/Dignity_and_Respect_Policy.pdf">www.strath.ac.uk/media/ps/humanresources/policies/Dignity_and_Respect_Policy.pdf</a>          We also provide procedural support for Research and Academic staff in issues of Grievance.  <a href="http://www.strath.ac.uk/media/ps/humanresources/policies/GrievanceProcedure..pdf">http://www.strath.ac.uk/media/ps/humanresources/policies/GrievanceProcedure..pdf</a>          We will continue to monitor annually to establish whether researchers have concerns.</p>		
<p><b>6.10</b></p>	<p>The University holds the Athena SWAN Bronze Award which acknowledges an undertaking to the career advancement of women.</p> <p><a href="http://www.strath.ac.uk/hr/learninganddevelopment/researchstaffdevelopment/athenaswanbronzeaward/">http://www.strath.ac.uk/hr/learninganddevelopment/researchstaffdevelopment/athenaswanbronzeaward/</a></p> <p>The department of Physics is also a Juno supporter within the Juno project.</p>	<p>With reference to clause 6.10, work with Physics department to pursue this.</p>	<p><b>Completed and on-going:</b>          The department of Physics has appointed an Athena SWAN self-assessment team who will submit an application for a Silver award in November 2013.          The University appointed a dedicated Athena SWAN officer in Jun 2013 to support the development of silver award level applications by Science and Engineering departments and assist with the implementation of the University Bronze Award action plan.          The University appointed an Athena SWAN Champion at the Senior Management level to convene the Athena SWAN Steering Group.          First University Athena SWAN newsletter produced in August 2013.          Department of Civil and Environmental Engineering and Strathclyde Institute of Pharmacy and Biomedical Sciences submitted applications for Athena SWAN Silver award in Apr 2013.  <b>Further action:</b>          Revision of dedicated Athena SWAN website.          Host specific Athena SWAN events.          Submission of department applications (including Physics) for silver awards in November 2013 and Apr 2014.          Submission for renewal university bronze award application in Apr 2014.</p>	<p>Continue to implement the Institutional Athena SWAN action plan and encourage and support the STEM departments applying for Bronze, Silver and Gold accreditation. Revise dedicated Athena SWAN website and host specific Athena SWAN events.</p> <p>Apply for renewal of University Bronze Award.</p>	<p><b>Nov 2013, Apr 2014 and Sep 2015</b></p> <p><b>Apr 2014,</b></p>

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**Implementation and Review (Principle 7).** The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

Clause	Evidence for Current Compliance and Best Practice	2011 Actions	Progress Jul 2013	Action Plan Sep 2013- Sep 2015	Dead-line
7.1	<p>The Researcher Development Strategy and Operational Plan 2011-2015 has been developed and approved.</p> <p>The University's Research and Knowledge Exchange Committee has established the Researcher Development Group whose primary purpose is the strategic implementation of the recommendations of the Concordat. Following recent changes to the University's Charter and Statutes, research staff has equal access to senior management positions within the University including Head of Department and Dean, and other staff categories.</p>	<p>Link to Researcher Development Strategy once approved.</p>	<p><b>Completed:</b> The Researcher Development Strategy and Operational Plan 2011-2015 has been developed and approved, a link is available from the OSDU researcher development webpages direct to the <a href="#">Researcher Development Strategy and Operational Plan 2011-15</a>. The strategy includes an action to attain the HR Excellence in Research Award to support the implementation of the Concordat principles and an action to retain the Award in the 2013 internal review. The development of the strategy was heavily informed by analysis from surveys such as PRES CROS and PIRLS, as well as consultation with staff from across the University in particular through Faculty Researcher Development Champions who were seconded one day a week for a six month period to assist with its development, ensuring representative input. These secondments were by postdoctoral fellows and research assistants. Consultation was also sought from members of OSDU, HR, RKES, RDG and RKEC.</p>	<p>Seek input and support from appropriate University committees regarding the progress and implementation of the HR Excellence Action Plan 2013-2015.</p> <p>Share the results of the 2013 CROS and PIRLS survey to appropriate audiences across the University to inform future policy and strategy and provide feedback on specific areas of the Concordat implementation.</p> <p>Develop institutional and local action plans with key stakeholders upon the full review of the data and results of both CROS and PIRLS surveys 2013.</p> <p>Provide 6 monthly updates against the 2013-15 HR Excellence action plan and make any appropriate recommendations to the Researcher Development Group, HR Director and Organisational Staff Development Unit Manager to ensure progression of actions and activities.</p> <p>Continue implementing the actions as specified in the HR Excellence in Research Action Plan and the Researcher Development Strategy and Operational Plan 2011 -15, both via RDG.</p>	<p><b>Sep 2014</b> <b>Sep 2015</b></p> <p><b>Feb 2014</b></p> <p><b>Dec 2014</b></p> <p><b>Apr &amp; Oct 2014, Mar &amp; Aug 2015</b></p> <p><b>Sep 2015</b></p>

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7.2	<p>The University of Strathclyde took part in CROS and PIRLS surveys in 2011 and 2013.</p> <p>The University Principal holds the remit for Research and Knowledge Exchange strategy.</p> <p>The University oversees the implementation of the Concordat through the Researcher Development Group.</p>	Monitor uptake of the survey and analyse results.	<p><b>Completed:</b> To encourage participation in the surveys 2011 and 2013, OSDU advertised and promoted this to the relevant audience for CROS and PIRLS. The analysis of the results helped determine how to use the information provided and communication of the results and any further actions required. This will be an ongoing process for future surveys.</p>	Participate in CROS and PIRLS during Spring 2015 communicate results and engage stakeholders in the development of action plans.	<b>Sep 2015</b>
7.3	The Researcher Development Group will monitor the Concordat implementation plans and progress of external funders.	N/A	<p><b>Completed and on-going:</b> A six monthly update has been provided to the Researcher Development Group regarding the implementation of the HR Excellence in Research Action Plan 2011-2013. This action plan has been monitored by RDG and recommendations suggested and actioned. <b>Future Actions:</b> RDG to continue driving forward the actions as specified in the Concordat/HR Excellence action plan and the Researcher Development Strategy and Operational Plan 2011 - 15. RDG remain responsive to external developments, particularly with reference to key funders.</p>	<p>Continue driving forward the actions as specified in the Concordat/HR Excellence action plan and the Researcher Development Strategy and Operational Plan 2011 -15.</p> <p>Respond to external developments, particularly with reference to key funders.</p>	<b>Sep 2015</b>
7.4	<p>The University of Strathclyde will continue to engage with; Vitae nationally, Vitae Scotland and NI hub, University's Scotland Research and Knowledge Exchange Committee and the Researcher Training Sub-Committee.</p> <p>The University will run the PIRLS (Principal Investigators and Research Leaders) survey in 2015 in parallel with CROS.</p>	N/A	N/A	Maintain role in a number of relevant UK- wide initiatives for research staff led by Vitae & other external bodies, taking the lead on projects where appropriate.	<b>Sep 2015</b>
7.5	CROS and PIRLS data provides a	With reference to	<b>Completed and on-going:</b>	Publish the 'Staff Equality Monitoring	<b>Oct</b>

