

Interim progress report 2, on the St Andrews institutional commitments to the Concordat to Support the Career Development of Researchers – May 2022

The University of St Andrews became an official signatory on **14<sup>th</sup> December 2020** but an **extension** to the deadline for demonstrating our Concordat Responsibilities has been granted. The new deadline is **16<sup>th</sup> September 2022** in line with our **10-year HR Excellence in Research (HREiR) award** submission.

**This document represents the second interim report which, alongside a draft HREiR Action Plan**, has been submitted to the RDC **senior manager champion**, Professor Tom Brown (Vice Principal Research and Innovation), chair of [Research, Impact, and Innovation Committee](#) (RIIC), the University's Governing Body for the RDC. Subsequent to approval, both documents have been submitted to the Concordat Secretariat, Universities UK (UUK). The first interim report, which was submitted to RIIC and UUK in December 2021, can be viewed via the [Andrews Concordat webpage](#).

**The final gap analysis**, a copy of the institutional, HREiR action plan and an accompanying inspirational booklet (for publication and communication) and a final report, will be published externally as part of our signatory responsibilities, **by September 16<sup>th</sup> 2022**, in line with our 10-year HR Excellence in Research Award submission (cohort 6), following approval by RIIC.

**The Gap Analysis** continues to be carried out against each of the Institutional Commitments outlined in the Concordat. The first draft of the gap analysis was reviewed by the [HR Excellence Working Group](#) on 7<sup>th</sup> December 2021. [New and Ongoing Objectives](#) (2020-22) from the [HREiR 8 year Review](#) are being aligned with the new RDC principles where applicable, and transferred across to the new HREiR Action Plan Template circulated on 8<sup>th</sup> April 2022. New actions identified through the Gap Analysis process are also being transferred across.

**To reduce repetition**, the draft Gap Analysis continues to be used to identify where actions should be actively progressed, by the HR Excellence Working Group or the [Research Culture Group](#) depending on group remit, relevance, and expertise. The latter are working to coordinate and co-develop cultural change between the University's research community, professional services community, and senior management. A number of actions (ongoing and new) also align with the Institution's 2023 Athena Swan (ASWAN) Silver award submission process and may be actively progressed via the associated Working Groups.

**All current Research Staff and all current Line Managers of Research Staff** (both groups defined as stakeholders by the Concordat) and other relevant stakeholders / groups (**see Annex A**) including RIIC members will be given the opportunity to feed into the gap analysis agreed by the HR Excellence Working Group via the [Research Staff Forum](#), discussion groups and by email, before the final living document is submitted to RIIC for approval.

**In January 2022, as part of the consultation process**, all [Research Staff Forum](#) representatives (from 11 academic Schools) and all Research Staff were invited to participate in 'Research Staff Forum Concordat Discussions' which focused on mental health and wellbeing, and job security. A small but engaged group of researchers attended and worked alongside VP Research & Innovation and representatives from those areas of the University who support researchers (e.g. [Human Resources](#) [HR]),

[Equality, Diversity and Inclusion](#) [EDI], [Organisational & Staff Development Services](#) [OSDS], [Centre for Educational Enhancement and Development](#) [CEED] and UCU), to inform the Gap analysis and generate ideas for actions around **wellbeing and mental health** (RDC theme 2), and **job security** (RDC theme 11).

The plan is more such sessions with relevant stakeholders in the near future, and over the next two years, with a view to reviewing current provision and developing potential actions around the **16 themes** which run through the RDC. The themes are provided in **Annex B**, alongside some examples of the short term plans to develop the Gap Analysis, progress current actions and generate new ones. **We are currently consulting** with relevant stakeholders to form a priority list of themes to focus on during Year 1, 2 and 3 post-submission of the final HREIR Action Plan.

**Gap analysis and HREIR action plan development** is also being informed by data from our Personal Development Management System (PDMS) and the following internal and external surveys, e.g.

- 2021 Staff Survey (run Nov-Dec 2021, now in the process of School packs being published) – **we plan** to examine the data with a lens on research staff and those who manage them with a view to identifying areas of good practice and areas for further action
- 2021 St Andrews [Research culture project survey](#) (published Oct 2021)
- [Longitudinal review](#) of the Careers in Research Online Survey (CROS) and Principal Investigators & Research Leaders Survey (PIRLS) (analysis of data from 2013, 2015, 2017, and 2019)
- Culture, Employment and Development in Academic Research Survey (CEDARS)

The full gap analysis, action plan and annual report will be published externally as part of our signatory responsibilities, **by September 16<sup>th</sup> 2022**, in line with our 10-year HR Excellence in Research Award submission, following approval by RIIC.

Annex A – Stakeholders and communications



**Key stakeholders and other relevant groups** that will directly benefit from and / or contribute to the institutional embedding of the RDC and the HREiR Award process, which continues to ensure that actions are progressed in alignment with the principles of the RDC.

## Annex B – RDC themes

### 1. Environment and Culture

- The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers -

### 2. Wellbeing and mental health

- The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working - **covered** in the January 2022 Concordat discussions session.

### 3. Bullying and harassment

- The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.

### 4. Equality, diversity and inclusion

- The aims of these obligations are to ensure managers and researchers are trained in, aware of- and adopt practices enhancing equality, diversity and inclusion – **we plan to work closely** with the University EDI Team who are working towards a number of awards and charters including obtaining the [Institutional Silver Award](#) (2023 submission), renewing the [Stonewall Award](#) and the [LGBT Charter](#), and updating the [Business in Community Race at Work Charter](#) for example.

### 5. Research Integrity

- The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity and are able to report infringements or misconduct.

### 6. Policy development

- The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.

### 7. Employment (recruitment and induction)

- The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.

### 8. Recognition, reward and promotion

- The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression – **we plan to explore** what 'reward' means to research staff.

### 9. Responsibilities and reporting

- The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.

**Commented [KM1]:** mention other awards? Race Equality Charter, Stonewall?

**Commented [DM2R1]:** Anything else to add do you think Karen?

*10. People management*

- The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews – **we plan to discuss** this topic at the November 2022 [Research Staff Forum](#).

*11. Job security -*

- The aim of this obligation is to improve the job security of researchers (**covered** in the January Concordat discussions session) - **regularly discussed** via the [Research Staff Forum](#).

*12. Professional and Career Development (Championing professional development)*

- The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it - the 10 days of CPD - **we plan to explore** what researchers and managers / supervisors think should count towards 'development' and **consult** with these cohorts, alongside senior management, with regard to time and resource allocation for this provision.

*13. Career development reviews*

- The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews – **we plan to discuss** this topic at the November 2022 [Research Staff Forum](#).

*14. Career development support and planning*

- The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.

*15. Research identity and leadership*

- The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities - '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' - **we plan to consult** with researchers and managers / supervisors, alongside senior management, with regard to time and resource allocation for this provision.

*16. Diverse careers*

- The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.