

ICR 2015-2018 HR Excellence in Research Action Plan

Full glossary from p7

2015-2018 ICR Action plan			
	Action	Owner(s) and related action plans	Success Measure
1) Using data to inform priorities and measure impact			
1a	Run Staff Survey annually Concordat principle 7	Head of OD	Staff data analysed annually (May) to monitor trends.
1b	Separate survey data out for research versus non-research staff, and further analysis for divisions and different staff groups (postdocs, team leaders and other research staff). Feed in to Athena SWAN groups, staff/student associations and benchmark to CROS/PIRLS. Concordat principle 7	Head of OD, RDC, ASC	Divisional data provided to all team leaders – by December 2014. Discuss gender-related differences with divisional Athena SWAN reps and identify local issues to address and organisation issues to be raised at ASSSG by March 2015. Analysis for research staff only, internal news article to publicise results – by February 2015. Staff group data provided to staff associations – by Feb 2015.
1c	Recruitment monitoring, training and transparency - Improved recruitment data	HR Director HR IO	Team leaders reminded to complete eRecruitment shortlist data by HR IO for every recruitment campaign (ongoing). Mandatory eRecruitment training to support this embedded in to manager induction (developed by January 2015).

	<ul style="list-style-type: none"> - Improve transparency of recruitment of team leaders: <ul style="list-style-type: none"> i) Investigate how search committees identify potential CDF on occasion that open advertisement is not used ii) Review appointment procedure for Heads of Division <p>Concordat principles 1, 6</p>	Action plan: ASSSG	Policy for senior recruitment developed to include guidance on how CDF appointments are made and division heads appointed - by March 2015.
1d	<p>Establish the career destinations of former researchers (postdocs, students, technical staff)</p> <p>Concordat principles 3, 4</p>	<p>RDA, Head of Registry, RDC</p> <p>Action plan: HR Strategy</p>	<p>Present initial findings at postdoc careers conference December 2014.</p> <p>Promote the LinkedIn online platform at postdoc events and include link in exit questionnaire for leavers – implemented in February 2015.</p> <p>Increase the next destination data from 57% to 75% of postdoc leavers and publish a summary. June 2015.</p>
1e	<p>Explore how to measure the impact of ICR-provided training/careers support on the careers of those who left ICR</p> <p>Concordat principles 3, 4</p>	RDA, RDC	Propose a survey for alumni and establish a means to distribute it to network. November 2015. Use results to inform ongoing researcher development programme.
2) Leadership and management development			

2a	<p>Mandatory equality and recruitment training:</p> <ul style="list-style-type: none"> - Increase attendance of current staff on Equality Excellence training through improved monitoring at probation review point. - New recruitment training developed and offered to all panel chairs by May 2015. <p>Concordat Principles 3, 6</p>	<p>Head of OD</p> <p>Action plan: ASSSG</p>	<p>80% current staff to have attended Equality training by December 2015.</p> <p>Recruitment training delivered to 60% of panel chairs by December 2015.</p>
2b	<p>Expand the portfolio of support provided to new team leaders via the established CDF network, providing bite-sized masterclasses on key skills (e.g. supervision skills) to build engagement of the group and involving senior faculty in delivering these.</p> <p>Concordat Principle 1, 2, 4, 5</p>	<p>Head of OD, CDF network</p> <p>Action plan: ASSSG</p>	<p>Deliver 4 bite-sized workshops or webinars per year for CDF – evaluate December 2015.</p> <p>Improved results in survey for team leader category against “I am given good training to perform in my current job” – 2016 survey results and reviewed annually over next 4 years.</p> <p>Monitor progression of CDF to tenured faculty to achieve 80% success between 2015-2018.</p>
2c	<p>Faculty level mentors provided to all CDF (in addition to their division head)</p> <p>Concordat principles 4, 5</p>	<p>Head of OD, Director of Academic Services</p>	<p>Mentoring matches made, individuals informed and a best practice briefing offered. By March 2015.</p>

2d	<p>Improve transparency of promotions criteria for researchers by publicising guidelines and discussing with staff/student research associations.</p> <p>Concordat principles 1, 2</p>	HR Director	50% positive response from researchers in Staff Survey (“Promotions criteria are fair and transparent) by 2016.
2e	<p>Supporting females aiming for or in leadership roles</p> <ul style="list-style-type: none"> - Evaluate the first cohort of attendees at the Aurora women’s leadership programme - Deliver bespoke leadership training to female team leaders e.g. Personal Effectiveness and Power workshop. - Ensure selection on to influential senior committees is transparent and fair <p>Concordat Principle 1, 2, 4, 5</p>	<p>RDA, ASC, ASSSG Chair, ACS</p> <p>Action plan: ASSSG</p>	<p>Aurora feedback from attendees evaluated and long-term tracking of careers of those who attended via LinkedIn. Initial evaluation or programme by September 2015.</p> <p>Alternative leadership training options provided to unsuccessful Aurora applicants by March 2015.</p> <p>Roffey Park Personal Effectiveness and Power workshop provided for ICR and RMH female leaders (by June 2015).</p> <p>Guidance on selection of researchers for senior committees developed by ACS by June 2016</p>
2f	<p>Establish a new managers network</p> <p>Concordat principle 1, 2, 3, 4</p>	RDA, Head of OD	Attendance, feedback from those groups. We will monitor trends in the staff survey under category “My manager”. Review after 12 months (May 2016).
2g	<p>Supporting postdocs aiming for leadership:</p> <ul style="list-style-type: none"> - Run second Pathway to Independence, revised content based on feedback from pilot - Offer six places for Leadership in action in 	<p>RDA, Academic Dean</p> <p>Action plan: ASSSG</p>	<p>Feedback, continued monitoring of careers of attendees, better-prepared future team leaders. Publish 8 month and two year evaluation of Pathways cohort 1 on website (April 2015).</p> <p>Run programme June 2015. Monitor career progress of</p>

	<p>collaboration with UCL</p> <p>Improve careers support and mentoring for internal and external fellowships holders (postdoctoral level)</p> <p>Concordat principle 1, 2, 3 4, 5</p>		<p>attendees via LinkedIN (ongoing).</p> <p>Leadership in Action programme run in collaboration with UCL in June 2015.</p> <p>Proposals for additional mentoring and careers support for postdoctoral fellowship holders drafted and presented to Athena SWAN Silver Group by March 2015.</p>
3) Defining career paths and supporting career development			
3a	<p>Postdoc code of practice disseminated to all new postdocs and to all faculty</p> <p>Concordat principle 2, 3, 4, 5</p>	RDA, HR Operations teams, HR IO, faculty	Embedded in to eRecruitment process, contract packs and appraisal documentation. February 2015.
3b	<p>Ensure 70% of research staff are aware of access to impartial careers advice</p> <p>Concordat principle 2, 3</p>	RDA, RDC	<p>Analyse 2014 staff survey responses for researchers versus non-research staff.</p> <p>Achieve at least 70% positive response from researchers in 2015 survey via improved communications/marketing.</p>
3c	<p>Map clinical academic career paths and present to CRCDWG for discussion/recommendations</p> <p>Concordat principle 1, 4</p>	<p>RDA, HR Director, HoDCS</p> <p>Action plan: ASSSG</p>	Career paths mapped and document presented to CRCDWG. October 2015.

3d	<p>Conduct a gap analysis on the career development available to clinical academics and develop proposals for further support</p> <p>Concordat principles 3,4</p>	<p>RDA, ASSSG, CRCDWG Chair</p> <p>Action plan: ASSSG</p>	<p>Actions agreed by April 2015. Ongoing monitoring by appropriate groups.</p> <p>Explore options for a clinician leadership programme based on Pathway to Independence model and agree content with CRCDWG – May 2015.</p>
3e	<p>Establish a mentoring scheme for clinical academics</p> <p>Concordat principles 4, 5, 6</p>	<p>ASC, Deputy Director of BRC, Action plan: ASSSG.</p>	<p>Mentors identified and offered to clinical academics routinely. December 2015.</p>
3f	<p>Develop and pilot an introduction to bioinformatics programme and ensure relevant staff and students are aware of all related support, internally and externally.</p> <p>Concordat principles 3, 4</p>	<p>RDC, faculty champion, SCUF</p> <p>Action plan: SSTR</p>	<p>Pilot introduction course and evaluate by September 2015. Create a specific training page to signpost support for researchers in scientific computing/bioinformatics by February 2016. Review whole bioinformatics support programme January 2017.</p>
3g	<p>Early training needs screening tool developed for students to complete during induction week.</p> <p>Concordat principles 4, 5</p>	<p>Asst Dir (AR)</p> <p>Action plan: SSTR</p>	<p>Pilot in 2014/5 and roll out for 2015/6 starters</p>
3h	<p>Supporting training in project risk:</p> <ul style="list-style-type: none"> a) Identify training tools for project risk management b) Amend guidance and Codes to state that project risk must be covered in first year report and 2.5 year 	<p>RDC</p> <p>RDPEM</p>	<ul style="list-style-type: none"> a) Project risk considered by all students and described/discussed in first year and 2.5 year reports. March 2015 b) By June 2015

	<p>report.</p> <p>Concordat principle 3</p>	<p>Action plan: SSTR</p>	
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Glossary

ACS = Assistant Company Secretary

ASC = Athena SWAN Coordinator

ASSSG = Athena SWAN Silver Steering Group

Asst Dir (AR) = Assistant Director (Academic Resources)

CDF= career development faculty (junior, non-tenured team leaders)

CRCDWG = Clinical Researcher Career Development Working Group

CROS = Careers In Research Online Survey

HoDCS= Head of Division of Clinical Studies

HR IO = HR Information Officer

ICR = Institute of Cancer Research

L&D = Learning & Development

PIRLS = Principle Investigator and Research Leaders Survey

RDA = Researcher Development Advisor

RDC = Researcher Development Coordinator

RDF = Research Development Framework

RDPEM= Research Degrees Project and Events Manager

RMH = The Royal Marsden Hospital

SCUF = Scientific Computing User Forum

SSTR = 2014 Strategic Student Training Review