

New action plan 2018-2020

8 year review

Glossary

APM – Academic Projects Manager	Head of OD – Head of Organisational Development
APO – Academic Projects Officer	HR IO - HR Information Officer
ASSG – Athena SWAN Steering Group (formerly ASSSG – referring to Silver)	HR OPS – HR Operations Manager
BRC – Biomedical Research Centre	PDTF – Post Doctoral Training Fellows
CCRSB – Cancer Centre Research Strategy Board	RDCoor – Researcher Development Coordinator
CDF – Career development Faculty	RDM – Researcher Development Manager (formerly Researcher Development Advisor)
EDIM – Equality, Diversity and Inclusion Manager (formerly Athena SWAN Coordinator)	SCUF – Scientific Computer Users Forum
e-LSCM – e-Learning & Scientific Content Manager	SO – Scientific Officer (technical staff)
HCG – Head of Corporate Governance (formerly ACS – Assistant Company Secretary)	SSTR – Strategic Student Training Review (Triennial)

2018-2020 ICR Action plan – New actions arising from our 8yr review				
	Action	Owner(s)	Success Measure	Update (to be completed at next re-accreditation)
1) Using data to inform priorities and measure impact				
1a	<p>i) Annual spot check survey on key areas to be conducted and reported to CEO via the Corporate Leadership Board.</p> <p>ii) Triennial ICR-wide attitude survey and results to continue being separated by job type, gender and ethnicity.</p> <p>Concordat principle 7</p>	Head of OD	<p>i) An annual short survey to be run around three key areas:</p> <ul style="list-style-type: none"> • Mental Health & Wellbeing • Career Development • Reporting Bullying and Harassment <p>To be run by Dec19, reported to CEO via Corporate Leadership Board.</p> <p>ii) Triennial ICR-wide survey to be run by Sep2021 to continue monitoring trends and progress.</p>	
1b	<p>Improved recruitment data.</p> <p>Concordat principles 1, 6</p>	<p>HR Director</p> <p>HR IO</p> <p>Action plan: ASSG</p>	<p>i) Importance of uploading shortlisting information to e-recruitment to be included in recruitment-related training courses by Dec19. Intranet article to be done by May19 ahead of recruitments for the new academic year.</p> <p>ii) Continue to aim for an increase in use of this document, but rephrasing the target measure to the following, in order to align with our Annual Equality Report objectives:</p>	

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			- To reduce the number of job applicants shown as 'No Decision' to 5% Dec19.	
1c	<p>Establish the career destinations of former researchers (postdocs, students, technical staff) & measure the impact of ICR-provided training/careers support on the careers of leavers</p> <p>Concordat principles 3, 4</p>	<p>APO, APM</p> <p>RDM, RDCoor</p> <p>Action plan: HR Strategy</p>	<p>i) Student alumni destination project to track destinations of 82% of alumni and questions to be incorporated into alumni surveys to assess the impact of support received. Aiming for 50% survey response rate and results reported to Research Degrees Committee. Both actions by Dec19.</p> <p>ii) Postdoc alumni destinations project to reach >75% of manually tracked alumni by Dec19. Survey to assess impact of support received to be sent by Dec18 aiming for 50% survey response rate. Report on career destinations biennially at the postdoc careers conference (due Jan19).</p> <p>iii) SO alumni destinations project to reach 60% of manually tracked alumni by Dec19. Findings to be presented to the SOA and at the SO Technical Conference every other year (due Oct19).</p> <p>iv) Continue to promote the dedicated LinkedIn groups for Students, Postdocs and SOs at internal conferences and careers events/training to aim for:</p> <ul style="list-style-type: none"> - 130 members (student group) - 210 members (postdoc group) 	

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			- 100 members (SO group) By Dec19.	
2) Leadership and management development				
2a	<p>Mandatory equality and recruitment training:</p> <p>i) Increase attendance of current staff on Equality Excellence training through improved monitoring at probation review point.</p> <p>ii) New recruitment training developed and offered to all panel chairs</p> <p>iii) New online refresher on Equality mandatory to all staff</p> <p>Concordat principles 1, 6</p>	<p>Head of OD</p> <p>EDIM</p> <p>Action plan: ASSG</p>	<p>i) 76% current staff have attended Equality training to date with the aim of increasing this to our original target of 80% by December 2020. This will be done by enforcing completion at probation.</p> <p>ii) Recruitment training has been delivered to 49% current interview panel chairs. We aim to achieve 80% completion by December 2019 by increasing awareness of this requirement through ICR-wide communications and by a project that aims to review the current support given to team leaders in order to improve support/training for this group. We now have a dedicated single point of recruitment for Faculty recruitment. EDIM and Head of OD to meet with them by March 2019 to agree actions and embed best practices.</p> <p>iii) Introduction of an annual mandatory online refresher for all staff from Jan19 on equality-related topics, starting with Preventing Bullying and Harassment.</p>	

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2b	<p>Developing leadership support in Postdocs:</p> <ul style="list-style-type: none"> i) Biennial running of Pathway to Independence – continuous improvement through feedback ii) Measure impact of Pathway to Independence programme on career development of postdocs iii) Offer six places for Leadership in action in collaboration with a partner institution iv) Analyse the results of the postdoc mentoring survey, identify common themes and put in place appropriate support based on identified needs <p>Concordat principle 1, 2, 3 4, 5</p>	<p>RDM, Academic Dean, Head of Organisational Development</p> <p>Action plan: ASSG</p>	<ul style="list-style-type: none"> i) Run Pathway to Independence and Dean’s Award by Nov19 with at least 85% of participants being highly satisfied. ii) Track 60% of participants’ destinations manually by Dec19. Survey the impact of the programme by Nov20. iii) Continue running Leadership in Action in collaboration with UCL and other London partners maintaining at least 80% satisfaction from postdoc and student participants. iv) All survey respondents being given appropriate support and 100% to consider the support received as ‘Good and Fitting’ to their identified needs. 	
2c	<p>Leadership support offered to CDF</p> <ul style="list-style-type: none"> i) Mentoring support ii) We have allocated significant funding for a new management development programme 	<p>Head of OD, CDF network, Director of Academic Services</p> <p>Action plan: ASSG</p>	<ul style="list-style-type: none"> i) Continue to offer a mentor to all CDF. Ensure mentors are from outside the mentee’s own management chain. ii) Continue to monitor Attitude Survey results for Faculty on personal support received “I am given good training to perform in my current job” – aim to increase positive responses from 54% in 2018 	

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	<p>for Faculty (including CDF)</p> <p>iii) Continue portfolio of support provided to CDF including sessions (e.g. 'Communicating with Impact') and bite-sized masterclasses on key skills (e.g. Managing Conflict) to build engagement of the group and involving senior faculty in delivering these.</p> <p>Concordat Principle 1, 2, 4, 5</p>		<p>to 70% by 2021.</p> <p>iii) Continue to monitor progression of CDF to tenured faculty – aim to achieve 80% success for those reviews due in 2019/20.</p>	
2d	<p>Supporting leadership skills equally in all genders</p> <p>i) Continue to run Aurora and Future Leaders programmes from 2017 onwards</p> <p>ii) New professional leadership programme</p> <p>iii) Long term tracking of careers of Aurora and Future Leaders programmes</p> <p>iv) Continue to monitor senior committee gender balance and take actions to give more researchers experience in committee participation or shadowing</p>	<p>RDM, EDIM, ASSG Chair, HCG, Head of OD</p> <p>Action plan: ASSG</p>	<p>i) Ongoing action: At least 12 places to be offered on both programmes to corporate staff and researchers yearly by an annual competitive application with ongoing evaluation and review.</p> <p>ii) Launch new professional management programme involving 15months of training by Jan19. Leading to accreditation with the Institute of Leadership and Management. Aim for at least 12 people joining the first run of this programme with 75% completion rate and 80% satisfaction.</p> <p>iii) Continue to monitor promotions/new career opportunities of attendees biennially – due by Dec19</p> <p>iv) Continue to ensure that committee places are</p>	

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	Concordat Principle 1, 2, 4, 5		advertised biannually. Investigate options for shadowing key ICR committee meetings and for attendees to send deputies as a means of career development. Develop guidelines for structuring and managing meetings effectively, including chairing meetings to ensure contributions from all and to have clear role descriptions for committees. This guidance to be incorporated into existing training programmes and to clearly articulate expectations.	
2e	Support for New Managers Concordat principle 1, 2, 3, 4	RDM, Head of OD	<p>i) Analyse training/support available to current and new managers by Apr19 and develop a plan of action to improve managers' support by Sep19 in time for the new academic year/influx of new staff and students.</p> <p>ii) Responses to the Attitude Survey question "My manager supports my personal development" from 70% agree/strongly agree in 2018 to 75% agree/strongly agree in 2021.</p>	
2f	Recognition of leaders within the SO group i) Continue to monitor awareness of the SO promotion criteria and mentoring scheme every other year.	RDCoor	<p>i) Awareness of SO promotion mentoring scheme to be measured at the 2020 SO Technical Conference with 80% knowing about the scheme.</p> <p>ii) Team leaders will be asked to nominate a scientific officer who has made a valuable contribution to team working. Will aim for at</p>	

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	ii) Continue to promote the SO Teamwork and Collaboration Award at each SO Technical Conference iii) Interviews to be conducted with current SOs to identify what motivated them to choose their career path. Concordat Principle 2, 5, 6	RDCoor	least 6 nominations per year with the winner awarded by the chair of the annual ICR technical conference and communicated to all staff via internal newsletter iii) Interviews and analysis of the results to be completed, discussed and actions agreed with the SOAC by Dec19.	
3) Defining career paths and supporting career development				
3a	Support for Clinical Researchers: i) Run a Pathways to Independence for Clinicians following the pilot ii) Measure impact of Pathway to Independence programme on career development of Clinicians iii) Clinical Academic Careers Training programme Concordat principles 3,4	RDM, ASSG, CCRSB	i) Clinical Pathway to Independence to be run biennially following the pilot – first run by Nov18 with at least 24 participants and aim for 80% delegates being highly satisfied with the course ii) Track the career destination of 50% of participants of the 2016 Clinical Pathway to Independence run and survey the impact of the programme by Nov20. iii) Expand the 2018 programme to include a session in the new year (Jan19) on ‘Managing a Dual Career’. Continue to run the programme every October.	

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3b	Succeeding in Industry programme	RDM, RDCoor	Evaluate the success of the two sessions run for this pilot training programme and create an action plan of additional support.	
3c	Evaluate the recently expanded bioinformatics/scientific computing training provision Concordat principles 3, 4	RDCoor	All bioinformatics-related courses have been classified into a 'Computing Training' programme. Evaluate the suitability of this programme by surveying all researchers on their informatics training needs and whether the programme on offer fulfils their needs. Survey to be completed and analysed by Jan19, aiming for at least 50 responses.	
3d	Postdoc code of practice to be promoted and updated biennially Concordat principle 2, 3, 4, 5	RDM, HR Operations teams, HR IO, faculty	i) As code of practice is included in all contract packs, content and recommendations made in it should be reviewed by HR biennially to ensure correctness. ii) Usage of Code to be promoted at the Postdoc Induction (twice a year) and at relevant training courses (e.g. succeeding in academia) from Jan19 to increase usage of this document in 121 discussions with their supervisors	
3e	Early training needs screening tool for students Concordat principles 4, 5	e-LSCM Action plan: SSTR	i) Work with students to troubleshoot uptake. To have assessed this by Jun19 in preparation for the new student uptake in Oct19. ii) Promote use of the screening tool at the Student	

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			Induction aiming for 51% usage by Jun19.	
4) Recognition and value				
4a	ICR values to be celebrated and embodied Concordat principle 2	Comms team HR team	i) ICR members to be nominated for each of the six ICR values and publicly celebrated across the institution through ICR-wide communications and individual prizes. ii) Appraisal forms and recruitment requirements to incorporate the ICR values.	
4b	Work to support career development and to advance gender equality to be recognised through re-accreditation of Athena SWAN Silver award.	ASSG	i) Submit the Silver application in April 2019 ii) Work to complete the new Silver action plan 2019-2023	
4c	LGBT+ network progress	EDIM HR OPS LGBT+ Network	i) Implement recommendations made by Stonewall in feedback to the ICR's 2017 Workplace Equality Index evaluation. These include family leave policies and equality-related policy review, incorporation of LGBT+ issues in bullying and harassment refresher training and working with senior champions to promote the network and the ICR's aims to be an equal, open and collaborative culture.	

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		committee	ii) Setting the LGBT+ network's 2019 objectives and ensuring they are achieved	
4d	BAME network progress	EDIM HR OPS	Promote mentoring schemes available at ICR/RM to find out if they meet the needs of the BAME forum. Assessment to be completed by Apr19.	