

HR Excellence in Research 2 year review of progress

Action plan updated December 2014 p3-7

Internal review

The Institute of Cancer Research (ICR) fully supports the best practice standards identified in The Concordat to Support the Career Development of Researchers ('*The Concordat*'). In February 2013 the ICR was awarded reaccreditation for the *HR Excellence in Research Award*. ICR is committed to attracting and retaining the highest quality staff and students, and works closely with researchers in developing, monitoring and reviewing its Concordat Action plan. The Student association, Post Doc association and Scientific Officer's association contributed to the 2 year review. The Concordat Action Plan is a key part of the ongoing HR Strategy and is monitored through regular reviews, ultimately overseen by the Management Executive (formerly the Executive Strategy Board). Views have been sought by a combination of discussions at association meetings and formal ICR staff forums, attitude survey data and QAA feedback. The action plan supplements the regular training and career development programmes at the ICR (<http://training.icr.ac.uk>).

Key achievements

A Chief Executive's Advisory forum has been established where researcher representatives meet the Chief Executive each term, to share information and raise concerns. Committee members from the Scientific Officer, Post Doc, Student and Career Development Faculty associations and Staff Scientist reps attend this meeting, with notes shared with all researchers.

Post Docs: The 'Pathway to Independence; developing future scientific leaders' programme, an exciting collaboration with the BBSRC and the Wellcome Trust Sanger Institute, was piloted to help prepare promising Post Docs for future team leader roles across the sector. Funded by the Leadership Foundation-HE, this new initiative addresses a major challenge for the sector as Post Docs generally leave their current organisation when obtaining a new team leader role and so there has been little incentive for their current organisations to invest in their development. Members of the ICR's most senior academic committee (Research Directorate) were involved in the delivery of the course and have indicated that the course should be run again, and adapted as short in-house sessions. Furthermore, a version of this is to be developed for clinician scientists with support of the ICR/RMH Biomedical Research Centre (BRC).

Career Development Faculty: An association has been established to promote networking, sharing expertise, and identify common issues for Career Development Faculty, raising these with the appropriate bodies at ICR e.g. Chief Executive, Research Directorate or HR. Topics include the tenure process, funding applications

and recruitment panel composition. An annual away day is held and the output discussed by the ICR's research leaders.

Scientific Officers (SOs): The perceived lack of career development support is being addressed through the Scientific Officer Association, providing training, networking and career development support. Initiatives so far have included a SO Technical Conference, the first of which was chaired by the Chief Executive, providing SOs with a chance to present, share techniques, resources and research progress. Tailored training includes workshop on assertiveness, effective meetings, managing conflict and presentation skills. 2013 saw the launch of a programme of development sessions, termed "Lunch and Learn", specifically tailored for the group to fit in with their working day. The programme is being evaluated currently.

Students: A student training review is currently being conducted with L&D, Registry, students and supervisors. The careers programme has continued to demonstrate high levels of engagement, with tailored sessions such as "Getting a Postdoc Abroad" and the use of webinars as a new, flexible platform of delivery proving popular.

Equalities: The ICR has committed to achieve the Athena Swan Charter Silver Award by 2016 and a dedicated Athena Swan Coordinator has been employed (and recently made full-time). The ICR's organisational Bronze award was renewed in early 2013 and the first division submitted an application for an award in Autumn 2013. Five more divisions plan to submit for awards in 2014.

Next steps; Action plan for 2013-2014

Topic	Owners	Goal	Success Measures	Update December 2014
Deliver 'Pathway to Independence' programme for promising Post Docs	Learning and Development team, Deputy CEO, Head of Research.	Deliver and evaluate workshop with recommendations for follow on activities to support participants.	Evaluation report and action plan for ongoing development of this cohort, to be agreed with Research Directorate and Post Doc Association. By June 2013. Ongoing monitoring of the career progression of participants compared to a control group. By December 2014 - complete	<p>See case study 1.</p> <p>Delivered in 2013 (both core programme and follow-up day), evaluated and presented to Research Directorate. Confirmed as a biennial event and 2015 funding ring-fenced. Further support with Pathways to Independence funding awards from the Academic Dean to allow preliminary data gathering for independent research proposal.</p> <p>Tracking initial cohort via LinkedIn group and ResearchGate. Two year review survey in 2015 to further inform 2015 programme and measure impact.</p> <p>Chief Executive requested adaptation for clinical researchers; in discussion with Head of Division (Clinical Studies), internal working group and Academy of Medical Sciences (see 2014–18 strategy).</p>
Deliver tailored mid career support to	Learning and	Deliver at least one workshop for	Workshops delivered and evaluated by April 2014. This	Mid-career support embedded in researcher development programme

<p>Post Docs and Students, with input from Faculty and the ICR Research Support Unit</p>	<p>Development Team, Post Doc association, Student association</p>	<p>each group per annum</p>	<p>will include comparing to responses from 2011 Attitude Survey re views of career support at ICR.</p>	<p>including student initiatives (Finding the Right Postdoc position, Going global; finding a postdoc abroad) and postdoc support (annual event with Imperial College 'From Postdoc to PI', and C2 careers led 'Postdoc Careers- what next?') and outlined in training catalogue. Annual fellowship event with research support unit and external careers events such as Naturejobs Career Expo promoted. PRES survey results indicate positive feedback from students on careers support available and the 2014 staff survey shows increased scores relating to careers support compared with 2011. Postdocs were the staff group most able to access impartial careers advice and who were significantly more aware of their staff association. Access to impartial careers support to all researchers throughout time at ICR.</p>
<p>Improve alumni networks</p>	<p>Learning and Development</p>	<p>Review use of Linked-in and other alternatives</p>	<p>Report and recommendations to be produced by Sept 2013</p>	<p>'ICR postdoc and postdoc alumni' LinkedIn group launched in 2014. Project to track current careers of</p>

	nt team, research staff and student associations	to providing alumni network for careers advice purposes. Revise HR exit questionnaire		postdocs who left in last 5 years as a source of case studies and speakers (57% identified). Results presented at 2014 careers conference, with record number of alumni invited as speakers and networking guests. Careers cafe events also opportunity to invite former ICR researchers back.
Deliver workshops for Scientific Officers to develop skills in training on research techniques	Learning and Development team and Scientific Officers association	Training workshop and materials to be developed	Workshops delivered by Dec 2013	See case study 2. 2013 SO Lunch and Learn programme evaluated in January 2014 with strong feedback (90% respondents have either used or would plan to make use of training sessions in future. Of those who had attended the Lunch and Learn sessions over 85% were positive about content, time slot, duration and relevance to their role. 'Train the technical trainer' programme developed to build capacity for internal training within teams and divisions. Workshop presented at 2014 Vitae conference to share best practice.
Achieve Athena Swan Charter	Division Heads,	Submissions made and	Athena Swan Charter Award achieved by three Divisions	Following review, ICR re-classified as part of Athena SWAN research institutes

<p>Award for supporting the careers of women researchers, for three Research Divisions</p>	<p>Athena Swan Coordinator, HR</p>	<p>approved at either Bronze or Silver level</p>	<p>by April 2014</p>	<p>scheme with deadline to submit application for silver in 2016. Divisional working groups participating to analysis, Silver steering group meeting termly. Staff survey incorporates questions to measure Athena SWAN initiatives. Project presented and endorsed by Academic Dean at annual ICR-wide conference. 79% staff aware of initiative (above 55% CROS national average 2013). A specific session was held at the annual faculty retreat exploring barriers to career progression for women at CDF/Faculty level. Actions related to Athena SWAN are indicated in the 2014 Action plan.</p>
<p>Improve leadership development support available to managers of research staff</p>	<p>Director of HR, Learning and Development</p>	<p>Increased engagement in career development for managers and their teams. Raise awareness of the importance of, and support</p>	<p>Manager's guide produced outlining support for them in developing their staff. Dec 2013 - complete</p> <p>Meetings with all team leaders to discuss people management challenges and resources. Nov 2014 – now discussions taking place via</p>	<p>All team leaders can request an external coach. Women in Science networking group formed for all female team leaders including development sessions on leadership and management issues. People management training promoted via catalogue, at supervisor refresher workshops and mandatory equality workshops. All junior team leaders</p>

		<p>available for people management</p>	<p>divisional Athena SWAN working groups, all led by faculty.</p> <p>Increase participation of research managers in briefings and workshops focused on developing your team. An increase of 30% in the number of managers engaging with people development activities annually. By June 2014</p>	<p>offered funded place on EMBO Lab management course. 80% of CDF attended development day which included presentation from Head of Research Operations.</p>
--	--	--	--	--