## Heriot-Watt University: Concordat Progress 2021-22

- **Stakeholder**: **In** = Institution; **AM** = Academic Managers of Researchers; **R** = Researchers
- **HW Research Culture Strategic Objective**: **S1**= *Embedding Research Integrity and Responsible Research & Innovation*; **S2**= *Building collegiality and collaboration*; **S3** = *Promoting Research Reward and Recognition*; **S4** = *Supporting research careers, personal development and EDI*; **S5** = *Facilitating Open Research and Engagement*.

| Environment and Culture | | | | | | |
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| HW Concordat Implementation Plan | Actions Taken | Stakeholders | | | Evaluation of progress | HW Research Culture Strategic Objective |
| | | **In** | **AM** | **R** | | |
| 1. improving awareness of Concordat principles | Presentation on Concordat and Annual Report delivered at University Committee for Research and Innovation), 2021. Information on the Research Futures Academy SharePoint; Concordat information distributed to Directors of Research; information sessions within the HWU Festival of Research & Enterprise (2021). | ● | ● ● | ● | New "Research Culture Working Group" has been established, which will supersede the previously configured "Concordat Implementation Group." Further initiatives needed to enhance awareness amongst Stakeholders (to be recommended by Working Group). | **S4** |
| 2. excellence in people/team management through transparency of responsibilities, relevant training, monitoring of practices | The University's new HR system (ERP) launched, with take-up of PDR reporting online being monitored. 'Role of People Manager' resources are available on the HR SharePoint , PDR Reviewer Roadshows have been undertaken within Academic Schools. | ● | ● | ● | Take-up of PDR reporting online in 2021-22 variable across departments. Further promotion by HR and encouragement to engage in PDR online in 2022-23 such that better monitoring of practices can be achieved. New mid-senior career development programme to be | **S2** |

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| | Training workshops for Researchers have been provided (e.g. 'Supporting our Researchers'). | | | | established. Further enhancement of online development resources on the Research Futures' SharePoint site will be undertaken in 2023. | |
| 3. review formal and informal mechanisms for representation and engagement for early career researchers at local and institutional level. | Proposal for Postdoc representation at University Committee for Research & Innovation will be superseded by representation at Research Culture Working Group.<br><br>Research Staff Forum (chaired by the Director of HR) has continued to meet on a regular basis throughout 2021-22, with new Research Staff Representatives being identified when required by School Directors of Research.<br><br>Peer-led initiatives have been affected by Covid, funding and staff changes, but new representatives have volunteered, and networks are beginning to form, 2022. | • | | • | Researcher representation via the Research Staff Forum has continued with new School Representatives being appointed when required. Further representation at Institution level and peer-led networking initiatives anticipated in 2023. | **S2** |
| 4. ensure that Concordat-related actions are aligned with EDI initiatives/ outcomes | Results from the 2021-22 Heriot Watt Staff Survey and CEDARs surveys analysed with regards to EDI, and reported via University-wide communications and Report for the Research Staff Forum and UCRI. | • | • | • | EDI-related results from Staff Survey have informed the University's Athena Swan Institutional Submission. Further coordination with other linked initiatives will continue via Global Equality, Diversity and Inclusion committee. | **S4** |

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| 5. develop better understanding of research staff population from improved data | New HR system (ERP) is creating better databases on employees which will enable improved reporting on research staff population across the Institution to assist with future monitoring, planning and support. Detailed analyses of Worktribe grant proposal data via is enabling better understanding of research activity of categories of academic staff. | • | • | • | Analyses of HR data and Worktribe data enabling better understanding of research staff population (e.g. distribution; diversity; research activity etc) | **S3** |
| **Employment** | | | | | | |
| 1. ensure excellence in people/team management through transparency of responsibilities, relevant training and monitoring of practices | University's new HR system (ERP) has launched, with take-up of PDR reporting online in 2021-22 being variable across different departments and Directorates.<br><br>Training workshops for Researchers have been provided (e.g. 'Supporting our Researchers'). | • | • | • | There will be further promotion by HR and encouragement to engage in PDR online in 2022-23 such that better monitoring of practices can be achieved.<br><br>Further enhancement of online development resources for Researchers on the Research Futures' SharePoint site will be undertaken in 2023. | **S4** |
| 2,3 develop better understanding of researcher population/mobility/ employment experience through data on career origin/destination | Recruitment and leavers' processes have been improved by the central HR team, with the new HR (ERP) system offering better data collection and monitoring potential across University. CEDARS survey report completed. | • | • | • | Further exploration of research staff mobility and employment experience to be undertaken via data analysis. Analyses of Worktribe grant proposal data will enable better understanding of staff research activity. | **S3** |

| Professional Development of Researchers | | | | | | | |
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| 1. Online information demonstrating range of career paths | Support for team-working, management and leadership skills, peer-reviewing, and enterprise provided for Managers and Researchers across Institution | • | • | • | Project to enhance online, career-related resources for Research Staff at Heriot-Watt University delayed due to Pandemic, but will be carried over to 2023. | | S4 |
| 2. Reference to '10 days training' aim in relevant policies/guidance. Opportunities in other sectors, leadership, team-working etc. | 'Learn Module' on the new HR (ERP) system implemented 2022. Will enable learning logs to be created for all staff in the future and enhanced monitoring of '10 days training aim'. Examples of training types have been included in development and PDR documentation; further inclusion in recruitment documentation planned. | • | • | • | Further promotion of the '10 days training aim' annually to be undertaken; and exploration of career development and networking opportunities for researchers via the new Graduate School. | | S4 |