Heriot-Watt Action Plan to Implement the Concordat to Support the Career Development of Researchers

The action plan for 2020–2023 sets out the key priorities for addressing the aims of the Concordat, and indicates high-level approaches for how we might implement them. Further detail on support for the Career Development of Researchers can be found in our HR Excellence in Research Action Plans for the period 2020-22. A number of the deliverables will be shared to inform sector-wide actions and initiatives.

Action Plan Headline: & Concordat Theme	Task/Action	Timescale	Action lead
Awareness of Concordat and its Principles			
Environment & Culture	Improve awareness of Concordat principles and related actions, responsibilities and benefits, with stakeholders including senior management, institutional leads, managers of researchers and researchers themselves. **Deliverables:** Dedicated self service resources available on staff intranet. Develop annual programme of information sessions for stakeholders. Establish a Concordat Implementation Group	Sep 2021	RED
Research Culture			
Environment & Culture	Enhance excellence in research culture through creation of networks and environments to support interdisciplinary collaboration for researcher community **Deliverable** Annual Festival of Research and Enterprise Establish Bicentennial Research Leaders network	Sep 2021	RED

Contractual arrangements			
Employment	Undertake project to assess viability of moving to greater use of open ended (with funding end dates) contracts. **Deliverable:** Full plan in place.	Sep 2021	HR
Support for Managers of Researchers			
Employment **Environment and Culture**	Ensure excellence in people and team management through transparency of responsibilities, relevant training and monitoring of practices. (eg Supporting our Researchers, Role of the People Manager programmes and PDR Reviewer/Reviewee development programmes) Deliverable: Enhanced self-service resources based on development programmes PDR Reviewer Roadshows PDR conversations	Sep 2021	HR & RED
Representation and engagement			
Environment & Culture	Review formal and informal mechanisms for representation and engagement for early career researchers at local and institutional level Deliverable: Reestablished Postdoc Forum programme with appropriate funding Identification of research staff representatives at School level for Research Staff Forum Representation at University Committee for Research and Innovation Research staff results from full staff survey and Employment, Development CEDARS survey reported to UCRI Increased participation and engagement from ECR community in staff surveys (Spring 2022)	Sep 2021	RED HR University and School management

Equality, Diversity and Inclusion			
Environment & Culture	Ensure that Concordat related actions are aligned with EDI initiatives and outcomes and are linked to other initiatives and workstreams including the Disability Inclusion Scientific Careers (DISC) project, British Sign Language Local Plan Working Group (BSLLP), Athena SWAN, Technicians Charter and Wellbeing agenda. **Deliverables:** Monitor and report on results from HWU and CEDARS surveys for EDI related questions	Sep 2022	HR/RED
Career development			
Professional and Career Development	Establish a dedicated Sharepoint presence for Research Staff with relevant information, signposting and resources for career and professional development. Resources will be developed in conjunction with established research staff representatives and TU's via the Research Staff Forum and Postdoc Forum. **Deliverables:** Dedicated online resources and communications channels for research staff including • Induction/settling in packs • PDR resources • Links to wellbeing resources and support • Mandatory training and wider development resources • Concordat and HR Excellence in Research action plans • Career development opportunities	Sep 2022	RED/HR

Career pathways and opportunities			
Professional and Career Development	Establish online information for Research Staff demonstrating the range of career paths with related case studies. Resources will be developed in conjunction with established research staff representatives and TU's via the Research Staff Forum and Postdoc Forum **Deliverables:** Career pathways information and case studies Enterprise support Expand opportunities for experiencing internal peer reviewing Support for team-working, management and leadership skills Fellowship college/practice sharing/internal peer reviewing sessions	Sep 2022	RED/HR
Research Staff Origin and Destination Data:			
Employment	Develop better understanding of research staff mobility and employment experience through improved data on career origin and destination **Deliverables:** - Report on research staff employment experience - Improved process for data collection (at point of joining and leaving), monitoring and reporting - Improved recruitment/leavers processes	Sep 2022	HR

Research Staff Population Data:				
Environment and Culture and Employment	Develop better understanding of research staff population from improved data on • ED&I • Length of service/no of contracts • Career history and destinations • Career progression **Deliverables:** • Report on research staff population data • Improved process for data collection, monitoring and reporting	Sep 2022	HR
Training				
Professional and Career Development	Include reference to '10 days training' aim for research staff in relevant policies and guidance. Opportunities in other sectors, leadership, team-working etc. **Deliverables:** Develop definition and examples of training for inclusion in recruitment, development and PDR documentation. Establish learning logs for all staff (Wave 3 of new HR system 'ERP')	Sep 2022	RED/HR