

HR Excellence/Concordat Implementation Action Plan 2016-2020

A. Recruitment & Selection		
Principle 1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research		
Clause	Evidence for Current Compliance and Best Practice	Action Plan: Sept 2016 – July 2020
1.	The University's new Corporate plan 'UEA2030 Vision' includes the theme of 'Research Success' – a clear strategy to 'increase the volume and impact of our research' while 'most importantly (continuing) to recruit, develop, support and celebrate our world class researchers and academics'.	Lead Responsible: PVC Research & Innovation. Deadline: November 2019 REF submission
2.	The University's Recruitment and Selection Guidelines outline our 'Guiding Principles of Good Practice in Recruitment', explaining the procedure which includes the fair and transparent recruitment of staff, and publishing of job information that identifies both essential and desirable criteria for each advertised post. For Research and Analogous (R&A) roles, the criteria include specialist research skills, transferable skills and personal attributes. The Guidelines were updated (2013-14) to include 'A short guide for managers', notes on disability and panel membership. From April 2015 all documentation related to Recruitment and Selection, including links to Equal Opportunities policies can be found here . On-line training for those undertaking recruitment and selection is mandatory, and from 2014 it became mandatory for all staff to complete an online training module on 'Diversity in the Workplace'. This training is refreshed every two years.	<p>i) HR Managers will continue to monitor R&A job adverts to ensure that the personal and transferable skills required by the post holder are clear and transparent¹ Measure of Success: Increase in CROS respondents reporting they are provided with these details during the application process to ~90% (CROS 2015 = 71%), making it comparable to other application information types. Lead Responsible: HR Manager Deadline: May/June 2017 (CROS 2017)</p> <p>ii) Measure of Success: All staff involved on Recruitment and Selection panels to have undertaken/ refreshed (as appropriate) on-line</p>

		<p>training. Lead Responsible: HR Manager Deadline: Reviewed July 2017 and annually thereafter, using training records.</p> <p>iii) Measure of Success: Minimum 80% staff to have completed /refreshed (as appropriate) their on-line 'Diversity in the Workplace' training. To be recorded via CSED training records. Lead Responsible: Head of E&D Deadline: September 2017 with annual review thereafter.</p>
3.	<p>The University adheres to the Fixed Term Employment Regulations 2002. HR actively reviews the rationale for the use of fixed term contracts on a case by case basis, providing guidance to recruiting managers where appropriate on available options. UEA CROS results show an increase in the proportion of respondents reporting to being employed on open-ended (permanent) contracts (2013= 18.8% respondents, 2015= 42.2% respondents). This compares favourably against the sector average where 74% respondents in 2015 reported to being employed on Fixed-Term contracts.</p>	<p>i) As part of our UEA Athena Swan Action Plan the use of fixed term contracts is monitored and reported annually to our E&D Committee (AS 5). Measure of Success: CROS 2017 results to show proportion of RS employed on open-ended contracts remains comparable to, or better than, sector average. Lead Responsible: HR Manager Deadline: November 2017 (following CROS 2017) and annually thereafter.</p>
4.	<p>The University's Equal Opportunities Code of Practice states that wherever possible membership of recruitment panels should include both genders and reflect the diversity of candidates. The Code, available on-line, was updated in 2014 along with the Recruitment and Selection Guidelines on the appointment of named researchers, inclusive of how to deal with requests for constructive feedback. It is University policy for all those involved in recruitment panels, including all managers recruiting research staff, to have received appropriate training. Training is refreshed every two years.</p>	<p>i) HR will continue to provide training, monitor that selection panels adhere to the Code of Practice, and ensure that recruiters use the templates provided to facilitate interview feedback if requested. Lead Responsible: HR Manager Deadline: review June 2017 and annually thereafter.</p>
5.	<p>UEA uses the standard job evaluation framework (HERA).</p>	<p>i) HR will continue to support role evaluation and ensure that level of pay is appropriate to the requirements of the post. Measure of Success: Grant costings accurately reflect the appropriate grade/salary of any individual to be employed on grant.</p>

		<p>Lead Responsible: HR Managers to liaise with RIN. Deadline: 2016-17 (reviewed annually thereafter)</p>
<p>B. Recognition and Value Principle 2. Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.</p>		
Clause	Evidence for Current Compliance and Best Practice	Action Plan: Sept 2016 – July 2020
1.	<p>UEA’s Corporate Plan ‘UEA2030 Vision’ indicates our commitment to excellence in research and the appointment and development of excellent research staff. The University revised its own ‘Code of Practice for the Management of Research Staff’ in 2014 to ensure that the guidelines echo the Concordat Principle on Recognition and Value. The Code was last reviewed in June 2016.</p> <p>Since 2013 the University has demonstrated (according to CROS 2015 results and qualitative feedback from researchers) an improvement in the frequency and quality of inductions of research staff especially at School / Faculty level. Research Staff Co-ordinators play an active role in the induction process and have been instrumental in developing induction guidelines e.g. SCI Faculty ‘Induction Handbook for Research Associates’.</p> <p>Research staff have access to the same benefits (e.g. pensions, childcare, annual leave entitlement, and training and development opportunities) as other staff groups, and there is no differentiation for fixed-term contracts.</p> <p>In 2015 UEA adopted a minimum entitlement of 2 days per annum (with the expectation of more being undertaken) for engagement in training and development activities for research staff.</p> <p>Research staff are treated as equal partners alongside academic staff in the research endeavour and encouraged to engage in wider academic and collegiate activities e.g. research seminars, staff meetings/committees, and appropriate managerial and supervisory activities.</p> <p>UEA CROS 2015 results showed an increase in recognition of the contributions made by research staff at the University across all tested contributions.</p>	<p>i) As part of our UEA Athena Swan Action Plan the Code of Practice will be reviewed and promoted, and its use monitored in all Schools (AS 8) Lead Responsible: PVC-RE Deadline: Ongoing Code to be reviewed again June 2018 with recommendations for changes to be made by PVC-RE to Research Executive.</p> <p>ii) As part of our UEA Athena Swan Action Plan, Schools will establish a researcher information page as part of the School website and ensure that this forms part of the induction checklist (AS 15). Employment entitlements will also to be clarified in guidance provided for researchers on fixed term contracts (AS 6) Measure of Success: Increase in proportion of CROS2017 respondents reporting induction at all tested levels to have been ‘useful’, with target to be comparable with sector.</p>

	<p>Schools of study across UEA provide opportunities for the open recognition of research staff contributions to research outputs, to teaching/supervision and to broader activities internal or external to the university e.g. participation on relevant committees. This includes annual School Research Symposia / Colloquia (e.g. BIO, CHE, CCP) or Faculty Research Festivals (e.g. FMH), at which research staff are actively encouraged to present their work (and in some instances are awarded prizes e.g. FMH Faculty Prize Fund), and publicising of achievements by research staff through daily (e.g. ENV) or weekly (e.g. MED) School (and in some instances University) news bulletins.</p>	<p>iii) CROS 2015, along with Consultation for the UEA 2030 Vision identified RS do not feel integrated in to the institution research community. The University will review ways to increase cross discipline collaboration and consider organising a cross-discipline ‘Research Day’, with introduction by PVC-RE to formally acknowledge contributions research staff make across the University, and help to promote the UEA Code. Measure of Success: Increase in proportion of CROS2017 respondents reporting that they feel integrated into institution research community to ~75% (CROS 2015=50%), making it comparable to proportion feeling integrated into department/wider community, reported across the sector. High levels of RS attendance and positive evaluation feedback from ‘Research Day’ if deemed appropriate to organise. Lead Responsible: RSAN Chair Deadline: June 2017 with a view to deliver 2017-18</p> <p>iv) The University needs to consider ways to help research staff feel more valued in supervising staff and students, as although improvements have been made over the last 5 years UEA still lags behind the sector. Measure of Success: To increase proportion of RS reporting to feel recognised and valued for their contribution to ‘supervising/ managing staff’, and ‘supervising research students’, to ~70% (CROS2015 =51% and 57% respectively), making it comparable to existing levels of other tested contributions. Lead Responsible: ADRs</p>
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2.	UEA abides by the principles and terms laid down in the 2002 Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations and the JNCHES guidance on the use of fixed term contracts.	Measure of Success: RSAN will monitor extent to which research staff feel they are treated equally with other types of staff against a range of criteria e.g. terms and conditions of employment. CROS results will be used to evaluate against the sector. Lead Responsible: HR Manager Deadline: November 2017 and bi-annually thereafter.
3.	<p>UEA developed a 'Code of Practice for the Management of Research Staff' in 2014 which clearly outlines the responsibilities of the Research Manager, the Researcher and the School. The Code is reviewed annually and includes recommendations for induction and annual review (appraisal).</p> <p>The appraisal guidelines were revised in 2015 to explicitly include the need to discuss a researcher's career, their aspirations and what development is required to enable the individual to progress. These guidelines are reiterated in the Centre for Staff and Educational Development (CSED) 'Training for New Appraisers' course.</p> <p>CSED provides a programme of leadership training for aspiring and existing research managers; and advice for research managers, including the management and career development of research staff, is available on the University's RSConnect web-portal.</p> <p>Supervisors of PGR students are required to attend the Faculty led 'Best Practice in research supervision' training, and to refresh this training every three years.</p> <p>Research Staff Co-ordinators (RSCs) report annually to the RSAN on progress made against the Code and help to disseminate information regarding management processes, for example the revised appraisal guidelines, within the School, Research Cluster or Faculty as appropriate.</p>	<p>As part of our UEA Athena Swan Action Plan we will ensure the uptake of training for appraisers; the consistent use of appraisals on an annual basis; and roll out and ensure the use of appraisal checklists (AS 13). CSED and PGR Office will monitor the uptake of relevant training in management and supervisory skills.</p> <p>Measure of Success: all managers of research staff should complete / refresh as appropriate the Appraiser training. All Supervisors of PGRs should complete/refresh as appropriate 'Best Practice in research supervision'</p> <p>Lead responsible: CSED & HoS, or Director of Postgraduate Studies respectively.</p> <p>Deadline: January 2018 and annually thereafter.</p>
4.	The UEA ' Code of Practice on Fixed Term Employees ' provides clear guidance on the required process at termination of fixed term contracts. All those approaching the end of a fixed-term contract have the opportunity to sign up to the University's Redeployment Register.	See Principle 2 Clause 2

	<p>Researchers whose funding does not immediately follow-on from their existing employment (e.g. named researchers on a grant application) might be offered alternative casual or associate tutor work, where the need for such work exists, which will allow continuity of employment to be preserved. Some Schools at UEA (e.g. SWK and MED) have been in a position to offer this type of 'bridging fund' on a case by case basis, but the University is not in a position to provide a central 'bridging fund' (this reflects a change in practice from the 2012-14 Action Plan when additional central funds had been available)</p>	
5.	<p>Pay progression is applied in accordance with the local implementation of the Framework Agreement. Clear guidelines on Promotions Procedures and Criteria for researchers are published on the University HR website.</p>	<p>i) Measure of Success: As part of our UEA Athena Swan Action Plan, we are improving data capture for promotion at all levels, ensuring robust and easily accessible data for applications to and successes for promotion are in place and reported for University, School and Faculty (AS 12). Lead Responsible: HR & Faculty PVCs Deadline: Monitored and reported via the University's Equality & Diversity Committee annually</p>
6.	<p>Job opportunities are advertised in open competition on the UEA website, for which any suitably qualified individual may apply.</p> <p>UEA CROS results indicate there has been a significant increase in the proportion of respondents who report that they are encouraged to engage in personal and professional development. The reported usefulness of appraisal for leading to training or professional development activities doubled between CROS 2013 and 2015, but is still at only 50%. The revised guidelines for annual review (appraisal) emphasise the importance of having a discussion around career planning as part of this process.</p>	<p>i) University to monitor whether career planning discussions are being embedded into the annual review processes. CSED online training for appraisers and appraisees, emphasises the importance of career development conversations. Measure of Success: To increase proportion of CROS2017 respondents reporting that appraisal has been 'useful' in 'helping to focus on career</p>

	Careers guidance for research staff is provided by the University's Careers Service (CCEN), with one-to-one appointments and group workshops available.	aspirations and how these are met by the 'curt role' to ~70% (2015=55%) Lead Responsible: RSAN working with RSCs Deadline: January 2017 (following 2016-17 appraisal round) and annually thereafter.
C. Support and Career Development		
Principle 3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.		
Clause	Evidence for Current Compliance and Best Practice	Action Plan: Sept 2016 – July 2020
1.	<p>UEA is committed to supporting the training and career development of all members of research staff regardless of contract type. CCEN has 2FTE careers advisers whose remit is specifically to support postgraduate research students and research staff, for up to 3 years post end of contract. The Centre for Staff and Educational Development (CSED) has a dedicated Staff Development Officer- Researchers (SDO-R) who co-ordinates provision of comprehensive training on all aspects of personal and professional development through the 'RSConnect' programme. Both services regularly review how to improve engagement with research staff.</p> <p>Research managers are required to have an annual review with their researchers, covering performance, development and career prospects.</p> <p>The format of the revised appraisal documentation allows for capture of training and development activities at an individual level.</p>	<p>i) Many research staff still perceive the Careers Service to be entirely student facing¹. A campaign marketing Careers Service support for researchers will be implemented. The CCEN service leaflet for PGR Supervisors and Line managers will be reviewed. A series of 'Careers Clinics' will be held on-site within Schools to encourage uptake of one-to-one guidance by researchers.</p> <p>Measure of Success: To increase RS engagement with one-to-one careers guidance from 2015-16 level of 7% to a target of 15% of the RS by August 2018.</p> <p>Lead Responsible: PGR & RS Careers Adviser, Careers Service</p> <p>Deadline: Pilot marketing Campaign Jan 2017. Initial review RS engagement with CCEN July 2017 and annually thereafter using client relationship manager, CareerHub.</p>
2.	UEA operates a 'three strand' career path, within which transfer between research posts and Academic, Teaching and Research (ATR) or Academic Teaching and Scholarship (ATS) is possible.	i) CCEN will develop the 'New Horizons' programme in 2017, and monitor the effect of the programme on engagement with careers events

	<p>CCEN offers research staff workshops supporting both academic and alternative career pathways. The most popular workshop in the 2015-16 programme was 'An Introduction to Research Fellowships' attended by over 10% of research staff. In May 2016 CCEN ran a week long programme, 'New Horizons', aimed at raising awareness among postgraduate research students and research staff of the wide variety of career paths available to them. The programme included alumni panels and employer led workshops, and were attended by 5% of UEA research staff plus additional research staff based at the Norwich Bioscience Institutes.</p> <p>One-to-one careers guidance appointments with the PGR & RS Careers Adviser offer an impartial and confidential opportunity to explore all career paths open to researchers.</p>	<p>and other parts of the Careers Service e.g. one-to-one guidance, using CareerHub.</p> <p>Measure of Success: To increase RS engagement from 2015-16 level of 18% to a target of 30% of the cohort attending one or more career-related event (includes workshops and employer talks) by August 2018.</p> <p>Lead Responsible: PGR & RS Careers Adviser, Careers Service</p> <p>Deadline: Initial review June 2017, follow-up review June 2018.</p> <p>ii) Research staff rarely complete the destinations questionnaire as part of the University's exit procedure. More work needs to be done to monitor the career destinations of our research staff.</p> <p>Measure of Success: As part of our Athena SWAN activities, exit questionnaires will be issued, collated, logged, linked to equality data and analysed for common themes (AS 3)</p> <p>To increase the proportion of RS completing the destinations questionnaire to a least 25% of leavers.</p> <p>Lead Responsible: PGR & RS Careers Adviser, Careers Service, liaising with HR and Head of E&D/School Athena SWAN committees.</p> <p>Deadline: December 2018 following series of Athena SWAN resubmissions.</p>
3.	<p>The Centre for Staff and Educational Development helps research and academic staff maximise their personal and professional development by providing a comprehensive internal programme of training, which is mapped against the Researcher Development Framework and reviewed annually to ensure workshops are relevant and informative. The programme allows skill development in the areas of research funding, governance & ethics, research methods, computing for research (including data management), knowledge exchange and Impact, Intellectual Property and public engagement; alongside a range of training provision in personal and professional skills.</p>	<p>i) CSED will continue to consult with research staff to identify any further gaps in provision. Where appropriate, CSED will provide more on-line training opportunities and review promotion of face-to-face workshops.</p> <p>Lead Responsible: SDO-R, CSED</p> <p>Deadline: May/June 2017 and annual review</p>

	<p>Any member of research staff undertaking a significant contribution to teaching at UEA has access to the University's teacher training provision. In 2015-16 eight members of research staff were enrolled on the 'Masters in Higher Education Practice' and a further five on the 'Developing teaching skills programme', both of which are accredited by the HEA.</p> <p>In 2015 the University introduced a recommended minimum of 2 days per annum (with the expectation of more being undertaken) for engagement with training and development opportunities for researchers. Norwich Medical School (MED) have agreed that research staff should undertake a minimum of 5 days per annum of training and development activities and have allocated a minimum of £200 per person per annum towards training costs.</p> <p>Where funds allow Faculties support individual requests for external training. CSED operate an 'Individual development funding scheme' to which all staff can apply for part funding up to a maximum of 50%, capped at £500 (the remaining 50% must be augmented by the School/Faculty/Unit and/or individual applicant).</p>	<p>thereafter with all CSED courses to achieve an overall satisfaction score of 3.7 or more (out of 5).</p> <p>ii) University will ensure that RCUK recommendation of £200p.a. for training and development of research staff is included in the indirect costs of funding applications to UK Research Councils and other appropriate funders. Measure of Success: RIN to produce a summary report to be presented at RSN meeting September 2018. Direct feedback from RS to assess increased access to funding for engagement with external training and development opportunities (CROS 2015 only around one third respondents engaged with external training provision). School records on training funds applied for. Lead Responsible: RIN to liaise with PIs. Deadline: 2018 to review how this money is extracted from indirect costs and distributed.</p>
4.	<p>Career management support available to researchers through CCEN, including one-to-one guidance, is promoted as part of the induction of new research staff (e.g. through induction briefings, on-line material and school induction handbooks).</p> <p>CCEN offers a 'bite-sized' lunchtime workshop to allow for increased flexibility for attendance. Workshops are advertised through the CSED programme. The CCEN on-line platform 'MyCareerCentral' promotes and facilitates booking of PGR & Research Staff workshops. MyCareerCentral' also includes resources tailored to researchers.</p> <p>7% of the curt R&A cohort had a one to one careers guidance appointment during the period September 2015-July 2016, and 18% attended one or more CCEN organised event (includes career management workshops, employer workshops, alumni presentations, and career skills workshops).</p>	<p>i) CCEN to review the content and format of its on-line resources for researchers. CareerHub will be used to monitor engagement with the new resources. CCEN will continue to monitor uptake by research staff of one-to-one guidance appointments, career management workshops and other careers events. Measure of Success: For 20% RS cohort to view one or more on-line ('MyCareerCentral') resource. See also 3.1.i and 3.2.i above. Lead Responsible: PGR & RS Careers Adviser, Careers Service Deadline: June 2017 and annually thereafter.</p>

		<p>ii) 37.7% of UEA CROS 2015 respondents indicated that they would like to undertake an internship or placement outside of H.E., with 7.2% reporting to having already done this. The University will consider whether it can support staff in seeking placements and secondments, including reviewing the funded schemes available.</p> <p>Measure of Success: Summary report to be presented at first RSAN meeting of 2019.</p> <p>Lead Responsible: PGR & RS Careers Adviser, Careers Service, liaising with Research and Enterprise Services</p> <p>Deadline: December 2018</p>
5.	<p>The UEA's promotion and reward strategies are widely available and these opportunities are further publicised within Schools as part of the promotion and review process.</p> <p>All UEA staff are included within the Appraisal Scheme, which takes place on at least an annual basis for research staff. Appraisal training for managers of RS specifically includes directions to ensure that RS training and career development needs are included in appraisal conversations.</p> <p>Participation of research staff in the appraisal process has increased considerably from 2013-2015¹ (CROS2013= 47% vs CROS2015= 74%) including a marked improvement in the percentage of researchers being invited to appraisal. Of the 26% CROS2015 respondents who indicated they had not participated in appraisal, only 28% of these reported that this was because they had not been invited to do so (compared to 42% in 2013). There has been a significant increase in the proportion of researchers rating the appraisal process as 'useful' in all the tested ways (CROS2013=32% vs CROS2015=60%) including as a means of leading to training and CPD opportunities, and in helping them focus on their career aspirations.</p> <p>CSED continues to map training and CPD opportunities to the National Researcher Development Framework (RDF), which can aid researchers to plan their development.</p>	<p>i) UEA acknowledges there is still room for improvement and as part of our Athena SWAN activities we will ensure the consistent use of appraisals on an annual basis; and roll out and ensure the use of appraisal checklists (AS 13).</p> <p>Measure of Success: Increase proportion of CROS respondents reporting to have participated in appraisal to at least 80%, and rating appraisal as 'useful' overall to 70%.</p> <p>Lead Responsible: HR in conjunction with Head of Schools.</p> <p>Deadline: June 2017 an annually thereafter.</p>

6.	The University advocates a planned induction within its Recruitment and Selection training as being an effective way to engage and retain staff.	i) As part of our University Athena SWAN Action Plan, Schools will establish a researcher information page as part of the School website and ensure that this forms part of the induction checklist (AS 15).
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	<p>All researchers are invited to attend the University's Introductory Conference for new staff which occurs three times year and is organised and led by CSED. The face-to-face session will be augmented by an online training module (under development – due to be rolled out in October 2016). All researchers are given information relevant to their appointment as part of their offer of employment, including reference to the opportunity to have an appraisal within the first 2 months of employment (at which researchers can discuss their continuous professional development).</p> <p>The UEA has appointed Research Staff Coordinators (RSCs) in Schools and Faculties (as appropriate to the number of research staff). The RSCs coordinate School specific induction, adapting the university's Best Practice induction guidelines to ensure relevance to their School or department. Several Schools have produced 'Induction handbooks' that include information on the support and training and development opportunities available for researchers at the local and University level.</p>	<p>Measure of Success: Increase in proportion of CROS2017 respondents reporting induction at all tested levels to have been 'useful', with target to be comparable with sector. Lead Responsible: Research Staff Co-ordinators and CSED; Senior Faculty Managers. Deadline: September 2017</p>
7.	<p>CSED continues to map the training provision it offers to research staff against the RDF.</p> <p>RSCs in conjunction with Faculty Associate Deans for Research (ADRs) annually report back to the RSAN regarding how RS are recognised and valued as partners alongside permanent staff in the research endeavour and encouraged to engage in wider academic and collegiate activities e.g. research seminars, research meetings, relevant staff meetings, and appropriate managerial and supervisory activities.</p> <p>UEA CROS 2015 results showed a general increase in the proportion of respondents undertaking a range of professional development activities, including managing budgets/ resources, supervising undergraduate or postgraduate research projects, teaching and lecturing, writing grants and presenting their work at conference.</p>	<p>i) The University needs to ensure that there is an equality of professional development opportunities offered to research staff irrespective of their length of contract, such that researchers employed on contracts of less than 1 year are able to engage with training and development. Measure of Success: Increase in engagement across all tested training and development activities reported by RS employed by the University for ≤1yr, as indicated by CROS2017 results. From 2017, CSED will aim for all courses to achieve an overall training satisfaction score of 3.7 or more (out of 5). Lead Responsible: HoS/ ADRs (liaising with RSCs and CSED) to monitor uptake at School / Faculty level. Deadline: September 2017 and annually thereafter.</p>
8.	<p>Opportunities for Research Staff to be mentored by more senior academic staff are available across all Faculties. In addition, some Schools e.g. School of Biological Sciences have established peer mentoring schemes. CSED provides appropriate mentor training sessions. CSED also organises a coaching network available to all staff.</p>	<p>i) Measure of Success: UEA will monitor the uptake of mentoring schemes and feedback on their perceived usefulness. Aim to increase proportion of CROS respondents indicating they have undertaken mentoring (2015=15%) and</p>

	<p>In larger Schools (e.g. BIO, ENV and MED), research staff meet regularly to raise and tackle issues around career development and provide additional networking opportunities. Where a forum does not exist RSCs organise regular, informal meetings between researchers from differing schools / departments.</p> <p>UEA is part of the wider Norwich Research Park and has supports the implementation of "ResNet", a contact, support and information network for women working in research or supporting research in the NRP. ResNet continues to hold regular events, often including external speakers, with opportunities for networking.</p> <p>Research staff considering career options outside of academia can access the CCEN Mentoring programme. The programme offers 'Insider insights' with mentors representing a wide range of employment sectors and professions. Staff can also undertake training offered by CSED in the area of 'role diversification', such as 'How to become a Consultant' and 'How to Build a Personal Brand'.</p>	<p>decrease proportion saying they would like to (CROS 2015=38.5%). Lead Responsible: RSCs in conjunction with School Athena SWAN committees for academic mentoring provision. Deadline: June 2017 and annually thereafter</p> <p>Lead Responsible: PGR / RS Careers Adviser, Careers Centre to monitor RS engagement with CCEN mentoring programme. Deadline: June 2018 and annually thereafter.</p>
9.	<p>The UEA "Code of Practice for the Management of Research Staff" clarifies individual responsibilities in this regard. The Code was revised in June 2016.</p> <p>In line with RCUK guidelines PIs are encouraged to include at least £200 p.a. (in indirect costs) for the training and development of research staff employed on a research grant.</p>	See Principle 3 Clause 3ii)
<p>Principle 4. The importance of researcher's personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</p>		
Clause	Evidence for Current Compliance and Best Practice	Action Plan: Sept 2016 – July 2020
1. (formerly 10)	<p>All UEA staff are included within the Appraisal Scheme, which takes place on at least an annual basis for research staff. Appraisal is considered an important process to facilitate career development when done well. Appraisal training, and supporting documentation, for managers of RS specifically includes directions to ensure appraisal conversations include training and career development opportunities as well as professional performance review. In addition PIs can access a new training course 'Effective 1:1 Conversations', added to the CSED staff programme in 2016.</p> <p>Careers Advisers for researchers provide confidential, one to one guidance sessions during which RS can explore career options and are encouraged to take responsibility for their own career management.</p>	i) As part of our University Athena SWAN action Plan we will ensure the uptake of training for appraisers; the consistent use of appraisals on an annual basis; and roll out and ensure the use of appraisal checklists (AS 13)

		<p>Measure of Success: Increase proportion of CROS respondents reporting to have participated in appraisal to at least 80%, and rating appraisal as 'useful' overall to 70%.</p> <p>Lead Responsible: Heads of Schools.</p> <p>Deadline: January 2017 and annually thereafter.</p> <p>ii) CCEN will review the on-line student 'Adviser training' to ensure that the sections related to career guidance are also applicable to academic staff who are PGR supervisors or line-managers of research staff.</p> <p>Measure of Success: Positive feedback from academic staff including senior advisers.</p> <p>Lead Responsible: PGR/RS Careers Adviser, Careers Service.</p> <p>Deadline: December 2017.</p>
2. (formerly 11)	<p>CSED provides a comprehensive programme of training to help research staff prepare for academic practice, with workshops such as 'Effective Research Grant Applications', 'Effective Knowledge Exchange and Impact' and 'An Introduction to (Public) Engagement and Evaluation'. The training programme is mapped against the Researcher Development Framework and reviewed annually to ensure workshops are relevant and informative.</p> <p>Researchers can obtain a certificate of CPD engagement, recording the number of hours and nature of training completed.</p>	<p>i) CSED will continue to review and develop as appropriate the 'Research' section of its programme.</p> <p>Measure of Success: All CSED courses to obtain an overall satisfaction score of 3.7 or more (out of 5).</p> <p>Lead Responsible: SDO-R, CSED.</p> <p>Deadline: June 2017 and annually thereafter.</p>
3. (formerly 12)	<p>Any member of research staff undertaking a significant contribution to teaching or demonstrating at UEA can enrol on the 'Developing teaching skills programme (DTS)', or the 'Masters in Higher Education Practice', both of which are accredited by the HEA and hence transferable to other academic employers. In 2015-16 eight members of research staff were enrolled on the 'Masters in Higher Education Practice' and a further five on the 'Developing teaching skills programme'</p>	<p>i) CSED to increase the promotion of teacher training available to research staff.</p> <p>Measure of Success: DTS and MaHEP programmes to be advertised at least three times per year.</p> <p>Lead Responsible: SDO-R, CSED.</p> <p>Deadline: June 2017 and annually thereafter.</p>

<p>4. (formerly 13)</p>	<p>In 2005 the University established a Research Staff Working Group, which consists of research staff representatives, representation from HR, Research and Enterprise Services, Staff Development, Equality & Diversity Office and the Careers service. The group is chaired by the PVC-RE. The group meets three times per year to discuss issues and provide two-way communication between University management and research staff. The group actively inputs into policy and practice, reporting to the University's Executive Team (Vice Chancellor, Pro-Vice Chancellors and Registrar).</p> <p>Researchers are encouraged to attend monthly School meetings and to provide representatives on School and University committees where this is appropriate e.g. School board, Athena SWAN committee, RSAN. One of the responsibilities of RSCs is to help ensure 'fair representation' of research staff within the school. However, fewer CROS respondents believed that UEA treats them equally with other staff groups in terms of opportunities to 'participate in decision making processes'. The University will promote opportunities for R&A staff to become involved in School, Faculty or University-level committees.</p>	<p>i) RSAN membership and terms of reference will continue to be reviewed annually. Lead Responsibility: PVC-RE Deadline: September 2016 and annually thereafter.</p> <p>ii) UEA will continue to monitor representation of Research Staff on relevant School/Faculty/University committees Measure of Success: Increase in proportion of CROS respondents believing they have equal opportunity to 'participate in decision making processes', from 56% reported in 2015 to ~70%. Lead Responsible: Faculty ADRs in conjunction with RSCs Deadline: September 2017 and annually thereafter.</p>
<p>5. (formerly 14)</p>	<p>Mentoring schemes for research staff are established in some schools (e.g. MED, BIO) and are in development in other schools (e.g.HSC). Mentoring arrangements are supported through the University's Athena SWAN initiative.</p>	<p>i) Measure of Success: UEA will monitor the uptake of mentoring schemes and feedback on their perceived usefulness. Aim to increase proportion of CROS respondents indicating they have undertaken mentoring (2015=15%) and decrease proportion saying they would like to (CROS 2015=38.5%). Lead Responsible: RSCs in conjunction with School Athena SWAN committees for academic mentoring provision. Deadline: June 2017 and annually thereafter</p>

D. Researchers' Responsibilities

Principle 5.
Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

Clause	Evidence for Current Compliance and Best Practice	Action Plan: Sept 2016 – July 2020
1.	This is an underlying ethos of the UEA, embodied in the University's new Corporate Plan 'UEA2030 Vision', and reflected in the 'Code of Practice for the Management of Research Staff'.	N/A
2.	<p>The University's Research and Enterprise Services (RIN) provide training and individual support in Impact, Consultancy, knowledge transfer and commercialisation of research. 53% of UEA CROS 2015 respondents indicated they would like to undertake training in Knowledge exchange, so in 2015-16 new training courses for research staff on 'Effective Knowledge Exchange and Impact', and 'Introduction to Knowledge Transfer Partnerships (KTPs)' were introduced to the CSED programme. These complemented existing courses on 'Developing and Exploiting IP from your research' and 'Pathways to Impact'.</p> <p>Any member of staff including research staff may engage in consultancy with an external organisation. The University operates a Consultancy Register of Expertise to help facilitate contacts, and a managed consultancy service.</p> <p>UEA has enabled a small number of research staff to commercialise their research by providing access to 'Proof of Concept', 'Strategic' or 'Iceni Seedcorn' funding. Other researchers are employed by the 'NRP Translational Fund'.</p> <p>UEA delivers the i-Teams project that enables PGRs and post-docs to gain experience of liaising with industry, to facilitate the identification of new opportunities for the development of commercial projects arising from research being done on the Norwich Research Park. Four research staff participated in the 2015 pilot and a further five in the 2016 programme. CSED to provide additional training courses on 'Launching a Business 'Start-up' and 'How to become a Consultant'.</p>	<p>i) RIN to continue to work with Research Staff to develop their knowledge of and engagement with the impact agenda. Measure of Success: Number of, and feedback from, research staff attending Impact Week January 2017 Lead Responsible: RIN Deadline: October 2016-July 2017, reviewed annually thereafter.</p>
3.	<p>Responsibility for good research conduct at UEA rests with the Research Executive, chaired by the Pro-VC Research & Enterprise.</p> <p>All research proposals are reviewed at School level by the School's Ethics Committee. Decisions are then reviewed by the University's Research Ethics Committee.</p> <p>The University's Research and Enterprise Service (RIN) provides training in 'Research Governance and Ethics' and 'Research Integrity', and full guidelines for good practice are available on the RIN website.</p>	<p>i) Engagement with research ethics training has been low by Research staff, especially in the Faculty of Science. Faculty of Science to ensure its research staff are adequately informed. Measure of Success: To increase proportion of SCI Faculty CROS respondents reporting to have undertaken training in 'Ethical Research Conduct' to at least 40% (CROS2015=23%).</p>

		Lead Responsible: ADR-SCI Deadline: September 2017
4.	<p>UEA Academic Role Profiles and Grade Criteria for the Promotion of Research Staff make this clear.</p> <p>In 2014 new appraisal guidelines were created and disseminated across UEA to ensure that the annual review focuses on personal and professional development (as well as performance) and identifies opportunities for the forthcoming reporting year and beyond.</p> <p>CCEN provides workshops and one-to-one guidance for researchers related to progression within academia or transition beyond academia, enabling researchers to evaluate their skills and achievements and identify areas for development.</p> <p>The comprehensive CSED training provision for Researchers is mapped against the Researcher Development Framework.</p>	<p>i) The University needs to monitor the feedback from researchers around the usefulness of appraisal in identifying and leading to action around training and development opportunities. Measure of Success: Increase in CROS respondents rating appraisal process as 'useful' for 'leading to training or other CPD activities' to at least 70% (CROS2015=51%). Lead Responsible: RSAN Chair Deadline: Summer 2017 (following 2016-17 appraisal round, participation in CROS 2017 and RSC annual reporting)</p>
5.	<p>UEA's 'Code of Practice for the Management of Research Staff' encourages research staff to be proactive in taking responsibility for planning and managing their own career and participating in developmental activities. UEA policy mandates that compilation/update of a Personal Development Plan (PDP) is part of the annual appraisal process.</p> <p>87% of UEA 2015 CROS respondents indicated that they do take ownership of their career development but the proportion reporting to have actually take action is low. 75% of respondents felt encouraged to engage in personal and career development, and there has been a general increase in researchers undertaking a range of activities including supervising UG/PG research projects.</p> <p>CSED provides information on training provision and promotes other internal and external development opportunities via the RSConnect website, monthly E-bulletin and direct email contact with Research Staff, but the emphasis is on RS to take the initiative. Researchers can obtain a certificate recording the number of hours and nature of internally provided training completed.</p>	<p>i) UEA will continue to monitor the effective completion of the annual review process, reporting to the Equality & Diversity Committee on an annual basis;</p> <p>ii) as part of the University Athena SWAN Action Plan we will ensure the consistent use of appraisals on an annual basis (AS 13). Measure of Success: Increase proportion of CROS respondents reporting to have participated in appraisal to at least 80%. Lead Responsible: HR, Heads of Schools Deadline: November 2017 (following 2016-17 appraisal round and participation in CROS 2017)</p>
6.	<p>Research staff are encouraged to be proactive, requesting an appraisal or additional career development conversations with their line-manager, or engaging with opportunities for mentoring.</p> <p>Women researchers have access to a contact, support and information network 'ResNet' (https://intranet.uea.ac.uk/resnet), which encourages a proactive approach to career development.</p>	Lead Responsible: SDO-R, CSED Deadline: Present arrangements will remain unchanged.

	<p>A Personal Development Plan (PDP) is included in part four of the annual appraisal form. The new CSED online appraisal training module is directed at appraisees as well as appraisers, in order to encourage appraisees to take responsibility for their own appraisal process.</p>	
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E. Diversity and Equality
Principle 6.
Diversity and Equality must be promoted in all aspects of the recruitment and career management of researchers

Clause	Evidence for Current Compliance and Best Practice	Action Plan: Sept 2016 – July 2020
1.	<p>Equal opportunity guidelines are embedded in all committees and University processes.</p> <p>UEA has developed Equal Opportunities and Diversity (E&D) webpages that provide a comprehensive resource for staff and students. E&D training is mandatory for all staff and combines online training with a range of additional courses, via the CSED Programme and on a bespoke basis.</p> <p>UEA successfully renewed its Athena Swan Bronze award in April 2016, and all Faculties are fully engaged with the Athena Swan process following the expansion of the Charter in May 2015 to recognise work undertaken in the arts, humanities and social sciences. So far, the University has gained 9 Bronze awards and 1 Silver at School level. It gained its first Bronze Institutional award in 2012 and this was renewed in November 2015.</p> <p>91% UEA CROS 2015 respondents agreed that the University is committed to E&D (10% increase since 2013 survey).</p>	<p>i) Measure of Success: UEA will review and update the content of the E&D web-pages on an annual basis, or sooner if required in response to changes in national legislation. Lead Responsible: Head of Equality & Diversity Deadline: July 2017 and annually thereafter.</p> <p>ii) Measure of Success: UEA aims to gain a minimum Athena Swan bronze level for all Schools, with some Schools and the institution as a whole, aiming for Silver. Lead Responsible: Head of Equality & Diversity / HR Manager/Heads of School Deadline: November 2019</p> <p>iii) Measure of Success: The PVC-RE will take appropriate recommendations/papers from the RSAN to the Athena SWAN Central Strategic</p>

		<p>Group for consideration and action..</p> <p>Lead Responsible: PVC-RI and Head of Equality & Diversity</p> <p>Deadline: September 2017 and annual review thereafter.</p> <p>iv) Measure of Success: Aim to increase proportion of research staff reporting that they agree UEA is committed to E&D to >91% CROS respondents.</p> <p>Lead Responsible: Head of Equality & Diversity</p> <p>Deadline: November 2019.</p>
2.	<p>HR provides support and guidance to all managers and has published clear guidelines on Recruitment & Selection including Equal Opportunities in employment. These guidelines were updated in terms of Disability in August 2013 and of choosing Panel members in July 2014.</p> <p>81% CROS 2015 respondents agreed that UEA treats staff fairly in Recruitment and Selection regardless of personal characteristics (up from 69% in 2013).</p>	<p>i) Measure of Success: UEA will use CROS data to monitor the perception by RS that they are fairly treated during Recruitment and Selection regardless of personal characteristics (increase positive response rate above 81%). HR will review guidelines every 3 years (or sooner in response to National legislation).</p> <p>Lead Responsible: Head of Equality & Diversity / HR Manager/Heads of School</p> <p>Deadline: CROS 2017 data analysed November 2017 (biannually thereafter).</p>
3.	<p>The University is a member of the Athena SWAN charter, successfully renewing the Bronze award in November 2015</p> <p>Women researchers have access to a contact, support and information network 'ResNet' (https://intranet.uea.ac.uk/resnet), which aims to increase confidence and raise aspirations of its members.</p> <p>UEA achieved a significant growth in the proportion of CROS respondents reporting that they feel fairly treated, regardless of personal characteristics, in terms of career progression and promotion (64% in 2013 to 75% in 2015).</p>	<p>i) UEA will implement the University level and School level Athena SWAN action plans, including monitoring opportunities for promotion and progression.</p> <p>Measure of Success: Aim to increase proportion of research staff reporting that they feel fairly treated in terms of career progress and promotion to 80%.</p> <p>Lead Responsible: Head of Equality & Diversity / HR Manager/Heads of School</p> <p>Deadline: November 2019</p>

4.	<p>The University offers Family Friendly and Flexible Working arrangements for all staff. Guidelines are published on the HR webpages and further information is provided on local departmental and faculty plasma screens as part of the Athena Swan programme.</p> <p>CROS 2015 revealed that 85% of respondents feel that research staff are treated fairly regarding requests for flexible working compared with other staff groups (up from 71% in 2013). However only 67% respondents were satisfied with their work-life balance (down from 73% in 2013).</p> <p>In 2015 HR drafted new guidance documentation on maternity leave, inclusive of RS.</p> <p>CCEN facilitates the successful 'Managing your Academic Career: development programme for women'. In 2016 this was attended by 29 female researchers and involved 6 female members of Faculty sharing their experiences.</p> <p>In 2016 HR established a 'Wellbeing Working Group' to respond to the challenge faced by staff with Mental Health Issues.</p>	<p>ii) As part of our University Athena SWAN Action Plan, Faculty PVCs will ensure working practices which are supportive of those with parental/caring responsibilities are in place and being used consistently across Faculties (AS 2)</p> <p>.</p> <p>Measure of Success: To increase proportion of CROS respondents satisfied with their work-life balance to at least 75% (in alignment with previous levels at UEA and sector as a whole). HR will review and update if necessary the 'Policy on the management of work-related stress', and a new guidance for managers will be introduced.</p> <p>Lead Responsible: Heads of Schools</p> <p>Deadline: Review December 2017 (with evidence from CROS 2017)</p> <p>iii) UEA will offer training and group support sessions related to researcher wellbeing.</p> <p>Measure of Success: Attendance figures will be recorded for the following: CSED 2 day 'Mental Health First Aid' course (December 2016); CCEN pilot 'How to look after yourself during your PhD and beyond' workshop for researchers in May 2017; Staff Counselling Service postdoc support group 'Where am I?, Who am I?' around managing mental health as a member of research staff.</p> <p>Deadline: Review of uptake numbers and qualitative feedback from attendees by June 2017.</p>
5.	HR Managers work closely with research staff line managers to consider formal requests for flexible	See 6.4 above.

	working, to ensure that responses accord with the University's commitment to flexibility wherever possible. Many requests are considered and accommodated informally without formal flexible working applications being made.	
6.	<p>Research Council grant funding and other funders, provide funding on a full economic costs basis, inclusive of part of the grant that covers breaks in appointment up to six months for: maternity leave, paternity leave, adoption leave, parental leave, extended jury service or paid sick leave exceeding three months.</p> <p>The UEA is aware of Research Council grant funding opportunities for grant funding on a full economic basis, and uses them when applicable. Updates on the latest funding rules from Research Council grant funding opportunities are published weekly on the RIN webpages and further disseminated via 'Writing grant application' workshops.</p> <p>Information regarding leave entitlements can be found at: https://www.uea.ac.uk/hr/employee-information/leave/maternity Full guidance on Maternity leave including information for employees on research grant funded posts can be found at: https://www.uea.ac.uk/documents/2506781/2685568/Maternity+Leave+and+Pay+Guidelines+-+for+childRIN+due+to+be+born+on+or+after+5+April+2015/7a528719-dfbb-4b78-9a47-a991076c520b</p>	<p>Measure of Success: UEA guidelines regarding leave entitlements will be reviewed Lead Responsible: HR Manager Deadline: Feb 2017 and every three years thereafter.</p>
7.	<p>HR provides support and guidance to all managers and has published clear guidelines on Recruitment & Selection including Equal Opportunities in employment.</p> <p>Evidence used for the University's Athena SWAN Bronze has shown that our recruitment and selection policies are generating a balanced representation of all groups at all career levels.</p>	See Clause 1. above and Principle 1. Clause 2.
8.	<p>The Centre for Staff and Educational Development offer a range of courses to raise awareness of the spectrum of differences in personal circumstances. (https://portal.uea.ac.uk/csed/csed-programme-15-16/personal-professional-development-1). CSED introduced a new training course on 'Understanding Unconscious Bias' in 2016.</p> <p>All training courses are designed and developed to take into consideration the personal circumstances of individuals who attend. Staff whose first language is not English are able to access English language training through INTO UEA. Specific information for international researchers new to the University is available on the RSConnect website.</p>	<p>Measure of Success: CSED will review attendance numbers and feedback from participants attending training courses. Aim for each course to gain a minimum 3.7/5 satisfaction rating. Lead Responsible: SDO-RS CSED Deadline: Review June 2017 and annually thereafter.</p>
9.	<p>The University's 'Guidelines for dealing with Harassment' are in the process of being replaced by a new 'Dignity at Work' policy, which will include a network of local 'Champions', providing advice for UEA staff who may be experiencing harassment or bullying, or who have been accused.</p>	<p>Measure of Success: A transparent 'Dignity at Work' policy will be published on the HR web pages. Lead Responsible: HR Manager</p>

		Deadline: New policy to be introduced 2017-18 academic year.
10.	UEA successfully renewed its Athena SWAN Bronze award in April 2016, and all Faculties are fully engaged with the Athena Swan process following the expansion of the Charter in May 2015 to recognise work undertaken in the arts, humanities and social sciences. We are currently applying for Silver status in a number of Schools.	See Clause 1. above and Principle 1. Clause 2.
F. Implementation and Review		
Principle 7.		
The Sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.		
Clause	Evidence for Currently Compliance and Best Practice	Action Plan: Sept 2016 – July 2020
1.	<p>The Research Staff Working Group (RSAN), chaired by the PVC-Research & Enterprise (PVC-RE) is responsible for overseeing implementation of the Concordat's principles. Research Staff Co-ordinators produce an annual report that is submitted to the RSAN, outlining how the University's 'Code of Practice for the Management of Research Staff' - and hence the Concordat principles - are being met within their School / Faculty over the reporting period.</p> <p>The PVC-RE and Head of Equality & Diversity ensure that the UEA Concordat Action Plan aligns with the University's Athena SWAN initiatives and University Strategy (UEA2030 Vision). The PVC-RE also chairs the Athena SWAN Central Strategic Group.</p>	<p>i) The University needs to do more to raise awareness among research staff of the work of the RSAN and the HR Excellence award. Measure of Success: Significant decrease in proportion of CROS respondents reporting to have 'never heard of' European 'HR Excellence in Research' recognition (CROS2015=61%) and corresponding increase in those reporting some understanding of the initiative (2015=8%). Aim to increase those reporting some understanding of initiative to >25% e.g. through School level research staff meetings focused on the Concordat –Pilot July 2016 MED. Lead Responsible: RSCs liaising with RSAN Deadline: November 2017.</p> <p>ii) RSAN will encourage School /Faculty/Research Clusters to develop 'local implementation plans' and share good practice as</p>

		<p>appropriate. December 2016 Pilot School of Medicine local Implementation Plan. Lead Responsible: RSCs to liaise with Faculty ADRs and report back to RSAN. Deadline: RSAN to review Sept 2017 and annually thereafter.</p> <p>iii) UEA, facilitated by the Business Intelligence Unit, will participate in CROS 2017, in order to analyse on-going progress and achievements. Measure of Success: UEA CROS2017 response rates to be comparable to 2015 i.e. at least 50% of RS cohort to complete the survey. Lead Responsible: RSAN liaising with BIU Deadline: May-June 2017 CROS survey with initial analysis results Autumn 2017. Implementation reviewed at once a semester RSAN meetings.</p> <p>iv) Membership, remit and reporting line of RSAN to be reviewed. Measure of Success: New Group to be established with clearer reporting lines via PVC-RE to Research Executive and Athena SWAN Central Strategic Group. Lead Responsible: PVC-RE Deadline: April 2017</p>
2.	This clause falls outside the University's responsibilities.	N/A
3.	Members of RIN to continue to act as points of contact with all key funders and keep abreast of changes. Senior academics are on Boards or hold other positions of authority with major funders. RIN routinely engages with professional bodies, conferences, trade press etc. to maintain an up-to-date picture and to keep the PVC-RE informed of developments, who in turn can ensure that the RSAN are informed by relevant changes and key information updates.	Lead Responsible: RIN liaising with PVC-RE Deadline: Present arrangements will remain unchanged.
4.	UEA will continue to engage with other Higher Education Institutions and with Vitae to share good practice and promote the principles of the Concordat.	Lead Responsible: RSAN Chair Deadline: Present arrangements will remain

		unchanged.
5.	HR Manager and the Head of E&D monitor equality and diversity indicators for researchers using data such as the HESA return and the Athena SWAN submission data. Additional information collected from analysis of the CROS surveys and RSC annual reports is used by HR and E&D.	See Principle 6.

Footnote: ¹ Evidence from UEA CROS 2015 analysis highlights this as an area for improvement

Key to Acronyms

ARM	Admissions, Recruitment & Marketing
CCEN	Careers Service
CSED	Centre for Staff and Educational Development
DOS	Dean of Students
ET	Executive Team
HoS	Head of School
HR	Human Resources
PI	Principal Investigator (on a research project /grant)
R&A	Research and Analogous staff
RIN	Research and Innovation
Services RS	Research Staff
RSC	Research Staff Co-ordinator
RSAN	Research Staff Advisory Network
VCO	Vice Chancellor's Office

Key Named Individuals & Role (2015-16)

Aedin Cassidy	Associate Dean for Research (FMH)
Ian Renfrew	Associate Dean for Research (SCI)
Amanda Giles	Head of CSED
Claire Jowitt	Associate Dean for Research (HUM)
	Associate Dean for Research (SSF)
Helen Lewis	Director of Research and Enterprise Division
Helen Murdoch	Head of Equality and Diversity (E&D)
Fiona Lettice	Pro-Vice Chancellor for Research & Enterprise & RSAN Chair
Jenny Summers	HR Manager
Lisa Worrall	Staff Development Officer – Researchers (SDO-R), CSED
Rebecca Wyand	RS and PGR Careers Adviser, Careers Service