Cranfield University Action Plan 2019-2021

HR Excellence in Research

KEY to abbreviations

Dir HR	Director of Human Resources		
Dir RIO	Director of Research and Innovation Office		
DoRs	Directors of Research (in Schools)		
DoTs	Director of Themes (in Schools)		
HD&I	Head of Diversity and Inclusion		
HT&D	Head of Talent & Development		
HHRC	Head of HR Compliance, Policy and Data		
HR	Human Resources Managers		
L&D	Learning & Development		
PDR	Performance and Development Review		
RIO	Research & Innovation Office		
SHL-PE	Senior HR Lead – Performance Excellence		
SHL-R	Senior HR Lead – Resourcing		
SL&D BP	Senior L&D Business Partner		
SHR BP	Senior HR Business Partner		
HR BP	HR Business Partner		

A. <u>Recruitment and Selection</u>

Principle 1: Recognition of the importance of recruiting, selecting and training researchers with the highest potential to achieve excellence in research

Concordat principle	#	Actions	Responsibility	By when	Success Measures
1.2	A1	Review and engage researchers in participating in the opportunities for apprenticeship training for staff with research responsibilities.	HT&D SL&D BP	April 2021	At least 5 research and academic staff participating in training supported by the apprenticeship levy (currently 3).
1.2, 6.3, 6.4	A2	Improve the support available to staff returning from an extended period of leave (including return from maternity/paternity/ statutory paternity leave and adoption) and provide guidance to departments with regard to staff returning from career breaks.	HT&D HD&I SHR BP HR BP Line Managers	July 2020	Improved guidance and support available on the intranet for Researchers, managers and PI's to ensure better support throughout the process of taking and returning from extended leave. Launch of a maternity and paternity buddy scheme. Improved quality of intervention from HR Business Partners, line managers and PI's. Researchers report an effective transition and support back into work following extended leave.
1.2	A3	Review routes to market and recruitment statistics to ensure we are advertising in the right places/mediums to reach the most talented and relevant researchers.	SL-PE	December 2020	Researcher recruitment statistics reviewed. Increased numbers of applicants for research posts.
1.2, 6	A4	Encourage attraction of a diverse pool of candidates by supporting equal opportunities for research active staff with disabilities.	SL-Rec Snr BP's	April 2020	All recruiting managers coached through shortlisting process by HR BP's to ensure commitments against initiatives such as disability confidence are upheld. At the end of 2018 3% of employees had declared a disability. Aim is to reach HEI sector benchmark of 4.5% by 2022 in accordance with the University D&I strategy.
1.2, 1.4, 6.4	A5	Flexible working is actively promoted prior to joining the organisation. Aim is to improve inclusivity, wellbeing and attraction, promoting the University as an employer of choice.	SL-Rec Snr BP's Line Managers	Dec 2019	90% of job adverts include a flexible working statement. Discussions about opportunities for flexible working are taking place at attraction and selection stage.
1.2, 1.4, 6.7	A6	Review current recruitment and selection training provision for recruiting managers to help ensure robust selection processes.	SL-Rec HT&D SL&D BP	September 2020	Review of training undertaken and revised programme in place. 10% increase in academic/research staff participation level (22 attended to date).
1.2, 1.4	A7	Review our practices to ensure we are	SL-PE	December	All research staff who wish to remain in the Institution are pro-

			maximising opportunities to retain research staff at the end of contracts.	Snr BP's	2019	actively supported with finding alternative opportunities. Additionally, where it is likely that a 'follow on' contract may arise that all avenues to 'bridge' the contract are explored.
1.4, 6	A8	Refresh and review current unconscious bias training provision at Cranfield, with a specific focus on members of recruitment panels.	HD&I	July 2020	A revised programme of unconscious bias training in place and run 4 times per annum.
1.4, 6.7	A9	Foster an inclusive and diverse workforce by increasing the gender diversity of interview panels.	SHL-R HD&I	April 2021	At least 90% of all recruitment panels to include at least one woman.
1.4, 6.7	A10	Incorporate commitment to disability, ethnicity and gender inclusion into Cranfield's process for the selection of recruitment agencies.	SL-Rec HD&I	December 2020	All recruitment agencies appointed to source research staff clear on diversity requirements and provide evidence of commitment to diversity in their selection pools and appointments. All non-diverse shortlists challenged.

A. <u>Recognition and Value</u>

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

Concordat principle	#	Actions	Responsibility	By when	Success Measures
2.1	B1	Ensure Researchers are fairly recognised and rewarded. 1	HD&I HHRC	Assessment Oct 2019 Equal pay report 2021	Impact assessment of annual review process and a biennual equal pay report with focus on research active staff to ensure pay parity.
2.1, 2.5	B2	Ensure Researchers are fairly recognised and rewarded. 2	HHRC HD&I Snr BP's	Oct 2020	Pay award proposals reviewed and challenged by pay award bodies. Performance related pay awards granted to research staff as appropriate.
2.3, 5.5	B3	Ensure consistency in provision of personal and career development for researchers across the university and review the effectiveness of the new online PDR system.	SHL-PE	December 2019	95% of Researchers from Levels 4 through to 8 to have engaged with the new online PDR process, which includes a review of the training needs and career aspirations.
2.3, 5.5	B4	Carry out a review of the effectiveness of the online PDR system on roll out across the University.	SHL-PE	January 2021	At least 75% of staff report finding the online system useful as part of the HREIR survey. Action plan reviewed taking into account feedback.
2.3, 5.6	B5	Research staff to discuss and document long term research and career plans during their PDR process.	SHL-PE Line Managers SHR BP's HR BP's Researchers	January 2021	85% of research staff to have a career plan included in their PDR, as reported by the online PDR system and/or surveys. This will be a new baseline value for using the online PDR system which will be based on actual PDR responses rather than a survey. In the recent survey 89% (58 of 65 respondents) reported having an annual PDR.
2.3, 5.5	B6	Performance management and career development discussions become embedded outside of the annual PDR process.	SHL-PE HT&D SHR BP's HR BP's Line Managers	April 2021	At least 85% of research staff have an interim PDR/career development discussion in addition to their annual PDR, as reported by surveys. According to the recent survey 77% (43 of 56 respondents) stated that they have interim PDRs.

			Researchers		
2.3	B7	Review current support available to Researchers and line managers in developing medium/long term career plans.	HT&D	September 2020	Action plan and initiatives created to support the development of medium and longer term career plans in place, where gaps have been identified.
2.5	B8	Guidance on routes to promotion to be more widely publicised to academic and research staff through the E bulletin 'In Brief Education and Research Update' and a specific session outlining this will be run and publicised.	SHL- PE	December 2019 (publish) July 2020 (session)	Recent Researcher survey output stated only 52% of respondents found the promotions process clear and easy to follow. New target to increase positive responses to 70%. HRBPs also report an increase in staff awareness of promotion routes.
2.4, 2.5	B9	Explore whether adopting the 'Academic Fellow' approach more widely would provide a clearer career path for early stage researchers aiming for an academic career path.	SHL- PE	December 2019	Obtain both qualitative and quantitative information from the current 'Academic Fellows' to understand whether this is perceived to be a positive career step and whether this approach positively impacts on the retention of researchers.
2.5	B10	Ensure all eligible staff groups are considered for senior promotion opportunities.	SL-PE Snr BP's	July 2020	Snr BP's demonstrate they are proactively championing and challenging promotions process including Senior Academic Promotions Board (SAPB) to ensure bias free. Qualitative and quantitative feedback supports inclusion of all eligible staff in promotion process.
2.6	B11	Review how the use of career aspiration and support data for researchers (made available through the new online PDR system) can be best utilised in the development of training that meets the future needs of our researchers.	SHL-PE HT&D	December 2019	Career aspiration and support data reviewed at least annually and reported to the Research Committee for review and preparation of development action plans.

B. Support and Career Development

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile global research environment

Principle 4: The importance of researchers personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career

Concordat principle	#	Actions	Responsibility	By when	Success Measures
3.1	C1	Recruitment of high quality researchers to Fellowships scheme to support a focus on more fundamental research activities. These will be advertised both internally and externally to enhance the vibrancy of the research community.	Dir RIO	January 2020	Fellowship pages on the Cranfield internet are refreshed, making any available opportunities clearer.
3.1	C2	Review the potential for developing a new 'Cranfield Fellows' fellowship programme to support early career researchers in developing a leading researcher trajectory and support the retention of key staff.	Dir RIO	April 2020	'Cranfield Fellows' programme developed and business case presented to senior management.
3.1	C3	Review how the use of exit information can be enhanced to produce richer data on research staff experience and turnover.	HT&D SHL-PE SHR BP's HR BP's	April 2021	Exit information data for research staff reported twice a year to the Research Committee and actions related to emerging themes taken.
3.2, 5.5	C4	Organise an annual careers development event to bring focus to the importance of career development and the support available.	HT&D	April 2021	Careers development event organised each year with research staff aware and at least 50 researchers attending.
3.2, 5.5	C5	Encourage Departments to invite external speakers from a wide range of career paths and in particular to make use of alumni networks to highlight the range of career options that have been taken.	DoR	Ongoing	At least 2 external speakers invited to speak to Cranfield research staff each year.
3.3	C6	Continue to review and refine the programme of skills training available to research staff in light of the 'Cranfield Values' project that is currently in progress.	HT&D	March 2020	Review completed and reported to HREiR committee. Revised programme approved.
3.3	C7	Carry out a specific review of the recently piloted Post-Doctoral Training programme,	HT&D	March 2020	Review completed and reported to HREiR committee. Refreshed programme taking account of feedback.

		which is being run in 2019 and ensure continued provision.			
3.3	C8	Carry out regular reviews of L&D provision against the training needs identified through the new PDR process.	HT&D SL&D BP's	Ongoing	Updated L&D provision in place based on training needs as appropriate.
3.6	C9	Introduce training on the UK research environment and research support at Cranfield, with a specific focus on new starters from other countries and/or industry.	Dir RIO	December 2021	Training developed and delivered at least annually.
3.8	C10	Review the provision of digital and on-line development initiatives particularly to benefit staff at the Shrivenham campus and those who have flexible working arrangements e.g. Working from home.	HT&D	Ongoing	Current provision explored, and an action plan created to increase the accessibility of training initiatives to staff not physically present on the Cranfield campus.
4.14, 5.5	C11	Build upon the new mentoring programme and seek to embed it across the University. This is in addition to the existing mentorship scheme for new research staff, who are allocated a mentor upon joining the organisation.	HT&D SL&D BP	April 2021	At least 15 mentoring partnerships set up (currently 10).
4.14	C12	Ensure mentors/supporters are available and supporting existing Researchers/research active staff to help them in developing their skills and careers if needed.	HT&D SL&D BP DoR DoT	April 2021	90% satisfaction feedback on how having a mentor has helped with the individual's development.
3	C13	University values and behaviours (launch August 2019) to be embedded within actions of Researchers and Line Managers improving focus on positive behaviours and successful outcomes.	HT&D	July 2021	Output from staff survey confirms awareness of values and that values are being lived.
3.3, 3.4, 3.9	C14	Improve awareness of development opportunities for research active staff.	Dir RIO HT&D SHR BP's HR BP's Line Managers	July 2020	Increase in staff stating they are aware of development opportunities. Recent research survey stated 78% (43) were aware and 22% (12) were not aware. Target to increase awareness to 90%.

C. Researcher's Responsibility

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

Concordat principle	#	Actions	Responsibility	By when	Success Measures
		Refer to B3 – B6, C4, C5, C11			
5.1	D1	Support the creation of discipline based communities of practice (e.g. Chemistry network) to support pan-University collaboration and learning, in a thematic based institution.	DoR School reps.	November 2020	At least 2 discipline based communities set up and holding events.
5.1	D2	Support researcher-led initiatives for career development and support.	DoR School reps.	April 2021	At least 2 researcher-led initiatives held annually e.g. Cranfield researcher symposium.
5.3	D3	Raise awareness of appropriate ethical practice and issues of research integrity and responsible innovation.	Dir RIO	Ongoing	At least 1 annual event to increase awareness of appropriate ethical practice.
5.5	D4	Review the potential for implementing opportunities for protected time for Researchers to focus on their research.	DoR School reps. SHL-PE	April 2021	Review carried out by each of the DoR and school reps and reported to the HREiR working group with proposed action plan
5.6	D5	Review the potential for implementing opportunities for sabbaticals for Researchers.	DoR School reps. SHL-PE	April 2021	Review carried out and reported to the HREiR working group with proposed action plan.
5.6	D6	Explore Researcher's appetite for a programme to increase chartered status across the University. Cranfield already covers the costs of 1 professional body membership (including chartership) for all staff.	DoR School reps. SHL-PE	April 2021	Researchers surveyed and depending on outcome an awareness programme developed.

D. <u>Diversity and Equality</u>

Principle 6 Diversity and Equality must be promoted in all aspects of the recruitment and career management of researchers

Concordat principle	#	Actions	Responsibility	By when	Success Measures
		Refer to A2, A4, A5, A8 – A10, B10, C9			
6.1	E1	Ensure continued awareness of diversity and inclusion at Cranfield.	HD&I	April 2021	Completion rates of online diversity module are increased to 95% (currently 90%).
6.2	E2	Become a 'Disability Confident' employer Level 2 to demonstrate our commitment to supporting disabled staff.	Dir HR HD&I	April 2021	Achieve 'Disability Confident' Level 2 status (Currently have Level 1 status).
6.2	E3	Improve disability declaration rates and support for disability at Cranfield.	HD&I	April 2021	Initiative defined and delivered to encourage and support disclosure of disability. Currently at 3% ambition to reach 4.5%
6.2	E4	Analyse data on ethnicity to help identify key issues in attracting and recruiting more culturally diverse staff. Develop an appropriate action plan to address these.	HD&I	April 2021	Action plan developed and reported to the HREiR working group. Increase in application rates achieved.
6.4, 6.5	E5	Promote work-life balance and family friendly policies and ensure policies are current and supportive.	HD&I HHRC	November 2019 Flexible working November 2020 Carers leave	Cranfield's Flexible working policy and Carer's Leave policy reviewed and updated. Wellbeing initiatives in place with appropriate engagement levels e.g. National Work-Life Balance Week, employee survey etc.
6.4, 6.5	E6	Promote and build management confidence around flexible working.	HD&I	November 2020.	Specific initiatives implemented amongst Senior Leaders and Managers to promote flexible working at Cranfield University.
6.10	E7	Apply for and receive Athena SWAN bronze award under the new extended Athena SWAN criteria, to include all schools and professional service units (as applicable).	Dir HR HD&I	Apply by April 2020, Result communicated in October 2020	Achievement of an institutional bronze award.
6.10	E8	Continue to engage with schemes focussing on equality and diversity and remain members of relevant organisations (e.g. Advance HE,	Dir HR HD&I	Ongoing	Commitment to engagement and ongoing membership.

		Women's Engineering Society, and Working Families) as a means to identify and embed good equality practice.			
6.10	E9	Ensure a continued focus on the gender pay gap at Cranfield University.	Dir HR HD&I HHRC	April 2021	A consistent reduction in the gender pay gap at Cranfield year on year addressed through initiatives in recruitment, retention and development of female talent. Trend analysis conducted every 3 years, currently 24.5%.

E. 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

Concordat principle	#	Actions	Responsibility	By when	Success Measures
7	F1	Continue to review and reflect on our effectiveness relating to HREiR and the Concordat principles.	HT&D Dir RIO	Ongoing	Evidence gained via the Researcher questionnaire as part of our internal review for HREiR.
7	F2	Continue membership of Vitae, participate in network events and for the HT&D to apply for opportunity to become an External Reviewer.	HT&D	Ongoing	Membership funding supported by the University. HT&D application progressed at appropriate stage.
7.2	F3	At each meeting of the Research Committee, review progress of actions to date.	Dir RIO	Ongoing	Progress reports from the Sub-Group on delivering the action plan presented to Research Committee at each meeting to ensure continued monitoring and review with actions minuted. Minutes from Research Committee made available to all staff via the Cranfield intranet and reported on at Senate.
7.1	F4	Invite Deputy Directors of Research to join the HREiR working group.	Dir RIO	December 2019	Deputy DoRs invited and participating in the HREiR working group and supporting the school reps in achieving their role.
7.1	F5	D of R role descriptor to include specific responsibilities relating to the development of Researchers.	SHL- PE	December 2019 April 2021	Amend the role descriptions and re-issue to DoR with emphasised focus on this element of their role. The research survey to show a positive correlation in re-focus of D of R activities and Researcher satisfaction.
7	F6	Review the HREiR action plan presented here and update in light of the updated Concordat.	Dir RIO HT&D	April 2020	Updated action plan in light of updated Concordat.
7	F7	In order to review the impact of changes implemented and continue to determine specific support required, a questionnaire will be sent to Researchers biennially.	HT&D Dir RIO HREiR working group	April 2021	Questionnaires issued and at least 25% response rate achieved.
7	F8	Improve availability and quality of data helpful to HREiR progress monitoring.	All	July 2021	Data generation, monitoring and collation improved and integrated into HREiR action plan with SMART targets.