

Action Reference number	Action	Action Status (New, linked to previous)	Success Measures	Lead	Deadline for Action
	<b>Ensuring ECRs have an identity and recognition at the University of Surrey</b>				
2016_1	Produce a clear articulation of how the University of Surrey defines ECRs. This articulation will assist in ensuring that provision for supporting them has clearer ownership.	New	ECR definition endorsed by University Research and Enterprise Committee, ECR Reps committee and Executive Board and then shared with research community.	Deputy Vice-Chancellor (R&I) with Associate Dean (PGR) supported by a <b>HR Excellence Working Group</b>	May-16
2016_2	Produce a clear articulation of the aims and remit of the Graduate school	New	Graduate School definition: remit and aims.	Vice-Chancellor, via <b>Graduate School Task and Finish Group</b>	May-16
2016_3	Investigate technical solution for the identification of ECRs within HR or other systems across the university	New	Populations figures for ECRs tracked and corroborated through RDP and other informal tracking lists	Human Resources - <b>K Chessman</b>	May-16
2016_4	Increase the profile of existing ECR groups by making them a part of the University's research governance structure and a sub-structure of the decision making research committees. Encourage faculty engagement committees to exist and feed into the ECR reps committee.	Linked to 2014 plan 2012_3	Increased number of committees with ECR membership, and frequency of attendance by ECRs at committee meetings.	Research Governance Committee- <b>G Fairbairn</b>	May-16
2016_5	Develop an engagement and interaction plan; describing how the University interacts with its ECR community and how this could be improved. The plan will be developed in conjunction with the ECR reps committee.	New	Engagement interaction plan is created and endorsed by the necessary committees overseeing research/employability. Delivery of new engagement mechanisms which are monitored for use/engagement over 6 monthly periods CROS 2017 survey results	Deputy Vice-Chancellor (R&I) with Associate Dean (PGR) supported by a <b>HR Excellence Working Group</b>	Jan 2017 then review 6 monthly
2016_6	Introduce university level awards for best practice in supervising and line-managing researchers as nominated by the researcher community.	Linked to 2014 plan 2012_5	Number of nominations received and the quality of those nominations	Deputy Vice-Chancellor (R&I) with Associate Dean (PGR) supported by a <b>HR Excellence Working Group</b>	Nov-17
2016_7	Create and fill an "ECR academic representative" role for all 3 faculties to further represent the views of ECRs across their faculty, complimenting the work of the ECR representatives and offering the added advantage of a longer term academic perspective.	New	Official recognition of the role and appointment of an ECR academic representatives from each faculty	Research Governance Committee- <b>G Fairbairn</b>	Jan-17
	<b>Employability enabling provision which is tailored to ECRs</b>		n/a		
2016_8	Review and evaluate current career support for ECRs from across the university.	Linked to 2014 plan 2012_16	Report provided with recommendations to University Research and Enterprise Committee	Deputy Vice-Chancellor (R&I) with Associate Dean (PGR) supported by a <b>HR Excellence Working Group</b>	Jan-17
2016_9	Investigate the business case for a dedicated PGR/ECR or ECR specific employability resource. This role would drive forward the evaluation of current provision and employability implementation plan (2016_11)	Linked to 2014 plan 2012_10_8_7	Business case with accompanying job purpose submitted and approved by the University of Surrey. A dedicated resource recruited to support employability for ECRs/PGRs	Deputy Vice-Chancellor (R&I) with Associate Dean (PGR) supported by a <b>HR Excellence Working Group</b>	Aug-16

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2016_10	<p>Develop an employability implementation plan. The plan will look to action the findings of the evaluation conducted in action 2016_8.</p> <p>The plan will consider:</p> <ul style="list-style-type: none"> <li>Development of an ECR Employability toolkit</li> <li>Development of case studies for researcher career paths from University of Surrey researchers</li> <li>Embedding the ECR mentoring programme through exposure of case study examples</li> <li>Expand on the use of employers/industry in employability skills training for ECRs</li> <li>Development of an ECR network of current researchers and those no longer at Surrey</li> <li>Protected/allocated time for professional development</li> </ul>	Linked to 2014 plan_8_10	<p>Employability implementation plan is created and endorsed by the necessary committees overseeing research/employability,</p> <p>Delivery of new employability resources (as articulated in the plan)</p> <p>Qualitative feedback of researchers actively engaged in network</p> <p>Feedback in PIRLS/CROS, staff survey and appraisals</p>	Deputy Vice-Chancellor (R&I) with Associate Dean (PGR) supported by a <b>HR Excellence Working Group</b>	Aug 2017 then review annually
<b>Collaboration and Impact</b>					
2016_11	Develop an annual ECR focused event exploring Multidisciplinary research, encouraging researchers to think outside of the topic/area of their Principal Investigator, recognise industry/funder focus and engage in the University's research themes.	Linked to 2014 plan 2012_14	Attendance which includes proportional representation across all faculties, aim to attract 10 ECRs per faculty. Feedback forms and email follow-up assessed for impact of event and ideas for future events.	<b>Research Events Co-ordinator (RES)</b> with Researcher Development Programme - D Duke	Sep-17
2016_12	Increased cross sectorial working – non-academics on mentoring scheme, industry speakers invited in.	Linked to 2014 plan 2012_14	Currently 12 non-academic mentors, aim for 25% increase. 5 non-academic industry speakers invited to engage with ECRs each year.	Staff Development with Researcher Development Programme - <b>D Duke</b>	May-16
2016_13	Develop and roll out an Impact handbook for researchers to complement the impact works already run.	Linked to 2014 plan 2012_17	50% increase in ECR community engagement in Public Engagement Forum, 10% increase in ECR community attendance at impact training events/workshops	<b>Impact Officer (RES)</b> with Researcher Development Programme - D Duke	Jan 2017 then review annually
<b>Driving and monitoring HR Excellence Initiatives underway</b>					
2016_14	Retain bronze Athena Swan award for the University of Surrey	Linked to 2014 plan 2012-22	Award outcome	Equality and Diversity Committee - <b>A Cousins</b>	Apr-2016, with periodic reviews throughout period
2016_15	Continue to apply for gold, silver and bronze Athena Swan awards increasing coverage across the university	Linked to 2014 plan 2012-22	Number of submissions made, Number of successful outcomes	Equality and Diversity Committee - <b>A Cousins</b>	Apr-2016, with periodic reviews throughout period
2016_16	Continue to capture ECR views of existing support, delivery of actions articulated in the HR Excellence action plan to inform focus of future plans. Including participation in PIRLS/CROS 2015	Linked to 2014 plan 2012_23	Feedback from PIRLS/CROS or staff survey, 25% increase in ECR engagement in surveys.	<b>HR Excellence Working Group</b>	2016, 2018
2016_17	Establish Research Governance Committee with oversight of HR Excellence Plan, Athena Swan and other cross-cutting initiatives and concordats.	Linked to 2014 plan 2012-24	Terms of Reference for new Governance Committee include HR Excellence, Identification of actions that compliment or contribute to HR Excellence	Research Governance Committee - <b>G Fairbairn</b>	Jun-16
2016_18	Review the action plan in light of Graduate School, research strategy developments, adding actions and updating progress periodically	New	Reports to University Research and Enterprise Committee (UREC) Data collected from ECR community monitored and actions taken - Equality analysis conducted	<b>HR Excellence Working Group</b>	01/06/2016, with reviews 3 times per year