Heriot-Watt University: Concordat Progress 2022-23

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

Environment and Culture						
HW Concordat Implementation Plan	Actions Taken	Stakeholders			Evaluation of progress	HW Research Culture Strategic Objective
		In	**AM**	**R**		
1. improving awareness of Concordat principles	Presentation on Concordat and Annual Report delivered at University Committee for Research and Innovation), 2023. Information on the Research Futures Academy SharePoint; Concordat information distributed to Directors of Research; information sessions within the HWU Research and Enterprise Culture Activities (Focus groups and Schools consultations (2023).	●	● ●	 ●	Part of the broad remit of the Research and Enterprise Culture Working Group in 2023 has been overseeing coordination of alignment of HWU Research and Enterprise Culture with the Researcher Development Concordat. During 2023, a new Research and Enterprise Culture Café Series Programme was established and carried out initiatives to promote the three pillars of the concordat, creating awareness among our community of researchers.	**S4**
2. excellence in people/team management through transparency of responsibilities, relevant training, monitoring of practices	The University's new HR system (ERP) launched, with take-up of PDR reporting online being monitored. 'Role of People Manager' resources are available on the HR SharePoint, PDR	●	 ●		While there is evidence of a range of PDR activity across the University, a need to improve take-up of PDR reporting through the ERP HR system was identified.	**S2**

	Reviewer Roadshows have been undertaken within Academic Schools. Training workshops for Researchers have been provided.			•	Following a consultation process, work to simplify the PDR process has been scoped out, with plans to implement improvements in time for 2023/24 reviews. A proposal for the new mid-senior career development program has been developed and consulted on with the Directors of Research, to be rolled out in 2024.	
3. review formal and informal mechanisms for representation and engagement for early career researchers at local and institutional level.	Postdoc representation at the Research and Enterprise Culture Working Group. Research Staff Forum (chaired by the Director of HR) has continued to meet on a regular basis throughout 2022-23, with new Research Staff Representatives being identified when required by School Directors of Research. Participation at existing networks have been promoted.	•		•	Researcher representation via the Research Staff Forum has continued with new School Representatives being appointed when required. Wider representation on the Research and Enterprise WG and the Task and Finish groups being more inclusive of ECRs. As part of the New Graduate School project, consultations with PGRs and ECRs about the new CPD framework took place as part of the Graduate School project. The 'British Academy Early Career Researcher Network'	**S2**

					(Scotland Hub) has been promoted among Research Staff, which offers opportunities and support for establishing peer-led initiatives.	
4. ensure that Concordat-related actions are aligned with EDI initiatives/ outcomes	Results from the 2022-23 Heriot Watt Staff Survey and CEDARs surveys are being analysed.	●	●	●	Workshop held for Ada Lovelace Day 2023 to improve recruitment of women into STEM roles, particularly at Early Career Researcher stages (identified as a priority area in latest institutional Athena Swan submission).

Qualifying period removed for entitlement to maternity, paternity, adoption, and shared parental leave and pay (UK staff), following staff feedback and discussions with Trade Union representatives.

New LGBTQ+ and Disability Staff Networks formed to improve culture of belonging through peer support. | S4 |
| 5. develop better understanding of research staff population from improved data | New HR system (ERP) is creating better databases on employees which will enable improved reporting on research staff population across the Institution | ● | ● | ● | Analyses of HR data and Worktribe data enabling better understanding of research staff population (e.g. distribution; | S3 |

	to assist with future monitoring, planning and support. Detailed analyses of Worktribe grant proposal data via is enabling better understanding of research activity of categories of academic staff.				diversity; research activity etc) so that their needs can be most effectively be met through better institutional support	

Employment

1. ensure excellence in people/team management through transparency of responsibilities, relevant training and monitoring of practices	The University's new HR system (ERP) launched, with take-up of PDR reporting online being monitored. Training workshops for Researchers have been provided (e.g. New Impact and Engagement, Research Ethics and Integrity, Research and Enterprise Culture Café Series Programme including the Narrative CV training).	•	•	•	A need to improve take-up of PDR reporting through the ERP HR system was identified. Following a consultation process, work to simplify the PDR process has been scoped out, with plans to implement improvements in time for 2023/24 reviews.	S4
2,3 develop better understanding of researcher population/mobility/ employment experience through data on career origin/destination	Recruitment and leavers' processes have been improved by the central HR team, with the new HR (ERP) system offering better data collection and monitoring potential across University. CEDARS survey 2023 is being analysed.	•	•	•	Further exploration of the new Data Insights Platform, which aims to make better use of data to inform action, has been promoted as part of the Research and Enterprise Culture WG initiatives. Increasing the use of PURE data will enable a better	S3

					understanding of staff research activity.	

Professional Development of Researchers						
1. Online information demonstrating range of career paths	Support for team-working, management and leadership skills, peer-reviewing, and enterprise provided for Managers and Researchers across Institution	•	•	•	Next step for Research Careers is to develop a career path framework where individuals can build their career pathway by identifying milestones that lead to promotion or other recognition and help influence their career development, as well as having a better understanding of promotion processes. The Nature Masterclasses including a blended approach that sees online content enhanced with peer-to-peer discussion and opportunity to connect. 'PROSPECT' for postdocs will be adopted by the new Graduate School.	**S4**
2. Reference to '10 days training' aim in relevant policies/guidance. Opportunities in other	'Learn Module' on the new HR (ERP) system implemented 2022. Will enable learning logs to be created for all staff in the future and enhanced monitoring of '10 days training aim'.	•	•	•	'10 days training' promoted during the 2023 consultation process among the research community with particular	**S4**

sectors, leadership, team-working etc.	Examples of training types have been included in development and PDR documentation; further inclusion in recruitment documentation planned.				emphasis on PGRs, PGR Reps, and Postdoc Reps. The ERP system automatically logs any learning hosted 'on platform' including registrations for 'out of platform' learning registered through the system. The 'development goals' element of platform also logs learning. Enhancement plans include creating deep integrations between Performance and Learn elements to provide a unitary log and more sophisticated reportage.