



## UCL HR Excellence Action Plan for 2017 – 2019

This document proposes the actions that UCL will undertake to support the development of our research staff and to fully meet the multi-faceted roles which they perform within the university and the broader society. UCL aims to provide our research staff with a comprehensive, world-leading development programme, with the specialist knowledge and skills required to succeed in their research roles and with the generic career knowledge and skills to encourage their independence and agency to transit to a future role, whether within Higher Education or another sector.

By fulfilling our actions, researchers will feel supported, developed and enabled to explore and achieve their aspirations and to develop the knowledge, skills, leadership behaviours and networks to do so, whilst also maintaining their desired work-balance, feel listened to, valued and invested in by the university.

Listed below are the actions planned by UCL in 2017-19, mapped against the principles of the “UK Concordat to Support the Career Development of Researchers”.

Objectives	Lead	Actions	Success measure	Timescale
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research Concordat principle 1				
Review institutional recruitment and selection processes, including talent retention	HR OD	Introduction of a new approach, with a focus on attracting and retaining high potential researchers Review institutional approaches to talent attraction and retention, including researchers	Introduce an institutional approach to the recruitment of researchers that takes account of local requirements Implementation of an institutional approach to attracting and retaining talented researchers	Aug 2018  Aug 2018

Objectives	Lead	Actions	Success measure	Timescale
	HR Policy	Review effectiveness of redeployment process to retain research expertise within UCL	Increase number of redeployed researchers who use the redeployment process by 10% (in 2016-17 there were 64 redeployed researchers)	Sep 2018/Annually
	HR Reward	Improve guidance and publish information on how to use the new which was launched early 2017	20% increase from the 2015 Staff Survey (30% of researchers said that UCL's promotion's criteria are clear) Publish and disseminate guidance documents	Feb 2018
<p>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> <p>Concordat principle 2</p>				

Recognise and value researchers as an essential component of the overall strategy

HR OD

Introduce the new   
 recognising the role of researchers and researcher development in achieving UCL's strategy

Objectives	Lead	Actions	Success measure	Timescale
<p>Increase researchers' satisfaction with the appraisal process as a vehicle for identifying career development opportunities</p>	<p>HR OD</p> <p>Faculty Vice-Deans Research</p>	<p>Launch and promote the new - it will emphasize the importance of career development and the use of the new Academic Career</p>		



Objectives	Lead	Actions	Success measure	Timescale
researchers currently supported through the Research Staff Development Programme (RSDP)		Work with the Research Networks to ensure a comprehensive central and local development provision supportive of researchers' requirements	Regular meetings with the ECNs chairs to monitor requirements, engagement and progress against action plan – scheduled to take place every six months	Meetings booked every six months
Develop relationships with industry and other sectors to provide internships, secondments and public engagement opportunities for Early Career Researchers and to provide experience in alternative career routes for research staff	UCL Careers	UCL Careers enhanced industry liaison through employer networking events and opportunities offered through the UCL Talent Bank (a targeted recruitment shortlisting service)  Promote available career		

Public  
Engagement Unit  
(PEU)

Objectives	Lead	Actions	Success measure	Timescale
			ECRS have been involved in public engagement projects)	

Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career dev

Objectives	Lead	Actions	Success Indicators
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Objectives	Lead	Actions	Success measure	Timescale
Framework and the Concordat				



Objectives	Lead	Actions	Success measure	Timescale
Develop the B-Mentor cross-institutional London-wide mentoring scheme for academic and research staff from Black and Minority Ethnic (BME) backgrounds	HR Equality, Diversity and Inclusion	Promote and develop the scheme at UCL Develop an 'Inclusive Advocacy' sponsorship scheme for Early Career BME Researchers	The scheme enables UCL to meet its commitment to increase the 'net diversity' of senior staff in grades 9 and 10 at UCL – primarily looking at disability, gender and race - to achieve a 5% increase by 2019 Deliver workshops for 'sponsors' in February 2018 and launch scheme in May 2018	By Sep 2019  May 2018

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 7

## Objectives

UCL 2034: <http://www.ucl.ac.uk/2034>

UCL Arena Two: <https://www.ucl.ac.uk/teaching-learning/professional-development/arena-two>

UCL Academic Careers Framework: <http://www.ucl.ac.uk/hr/docs/proms/index.php>

UCL Careers Researchers: <http://www.ucl.ac.uk/careers/specialistsupport/researchers>

UCL Early Career Networks: <http://www.ucl.ac.uk/research/domains/personalised-medicine/ecn>

UCL Equality, Diversity and Inclusion Strategy: [http://www.ucl.ac.uk/hr/equalities/corporate/strategy\\_2015-2020FINAL.pdf](http://www.ucl.ac.uk/hr/equalities/corporate/strategy_2015-2020FINAL.pdf)

UCL Grand Challenges: <http://www.ucl.ac.uk/grand-challenges>

UCL Public Engagement Strategy: <https://www.ucl.ac.uk/culture/public-engagement/public-engagement-strategy-0>

UCL Research Staff Development Programme: [http://www.ucl.ac.uk/hr/od/rdp/rs\\_calendar](http://www.ucl.ac.uk/hr/od/rdp/rs_calendar)

UCL Research Staff Hub: [www.ucl.ac.uk/hr/od/research-hub](http://www.ucl.ac.uk/hr/od/research-hub)

UCL Wellbeing Strategy: <http://www.ucl.ac.uk/wellbeing>

UK Concordat to Support the Career Development of Researchers: <https://www.vitae.ac.uk/policy/concordat-to-support-the-career-development-of-researchers>