

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: Imperial College London
Organisation's contact details: Imperial College London, Level 5, Sherfield Building, London, SW7 2AZ, UK
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Signed-off by: Prof Nick Jennings, Vice-Provost (Research and Enterprise) vpr@imperial.ac.uk
Web-link to published version of organisation's HR Strategy and Action Plan:
https://www.imperial.ac.uk/postdoc-fellows-development-centre/about/hr-excellence/
Web-link to organisational recruitment policy (OTM-R principles): ⁴⁵
http://www.imperial.ac.uk/human-resources/procedures/recruiting-staff/recruitment-and-selection-procedure/policy/

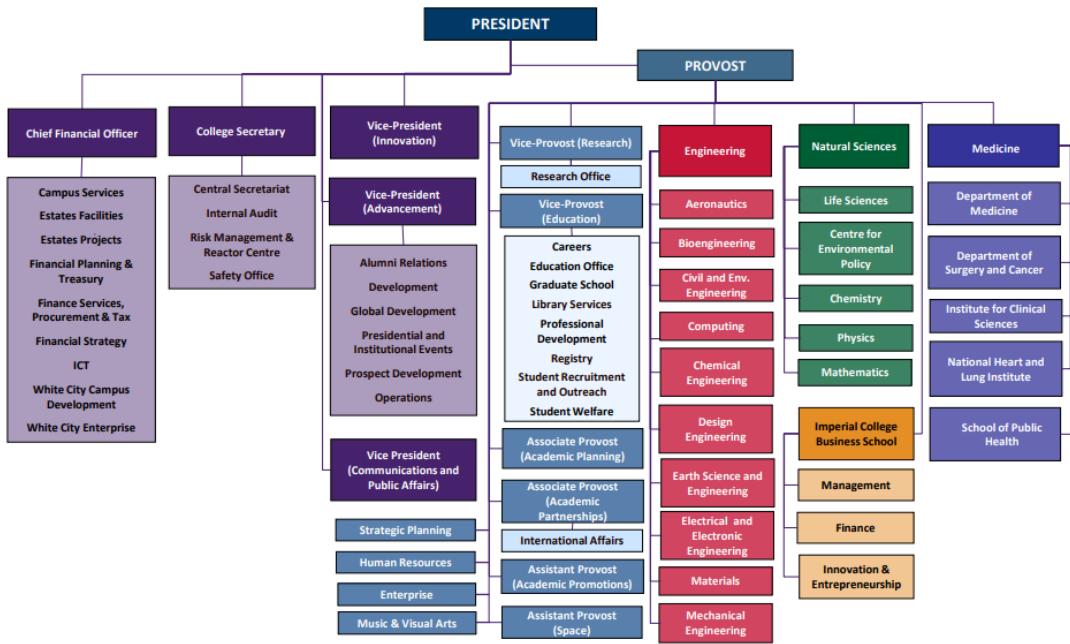
SUBMISSION DATE TO THE EUROPEAN COMMISSION: 5TH OCTOBER 2018

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	2,447
Of whom are international (i.e. foreign nationality)	1,538
Of whom are externally funded (i.e. for whom the organisation is host organisation)	1,743
Of whom are women	941
Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	501
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	1,539
Of whom are stage R1 = in most organisations corresponding with doctoral level	406
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	7,607
RESEARCH FUNDING (figures for most recent fiscal year)	€ (£1 = €1.14)
Total annual organisational budget	€ 1,104,023,880
Annual organisational direct government funding	€ 175,678,560
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	€ 233,607,660
Annual funding from private, non-government sources, designated for research	€ 166,102,560
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

Imperial College London is home to >17,500 students and >8,000 staff. The College focuses on the four main disciplines of science, engineering, medicine and business and is renowned for its application of these skills to industry and enterprise. It is comprised of three Faculties (Engineering, Medicine and Natural Sciences) and the Business School. Imperial is proud to have a dedicated centre for the support and development of ECRs - the Postdoc and Fellows Development Centre (PFDC). Imperial's commitment to promoting equality, diversity and inclusion for all staff – including ECRs, is led by the Assistant Provost (Equality, Diversity and Inclusion).



Note

Vice-Provost (Research) is now Vice-Provost (Research and Enterprise) to which Enterprise now reports (previously Enterprise reported to the Provost)

Date: June 2018

IMPORTANT NOTE - Imperial College London's previous HR Excellence in Research Award submission timeline 2012-2018.

Since 2012 Imperial's HR Excellence submissions have been mapped against the UK Concordat to Support the Career Development of Researchers, therefore within our submission there is reference from earlier actions to the UK Concordat. Imperial has endorsed and is now committed to the 40 principles of the European Charter and Code, and have mapped our actions against the EU Charter and Code.

2012 - Submitted a Gap Analysis and an initial Action Plan in 2012 (actions focus - 2013-2015).

2015 - Completed a 2 year internal review with revised Action Plan (actions focus - 2015-2017).

2017 - Submitted a 4 year review with revised Action Plan (actions focus - 2017-2019). Since submitting we have transferred from the UK process to the EU process, therefore the documentation has been updated and transferred to the new strengthened process.

2018 – Revised documentation submitted includes – transferred and updated Gap Analysis (Template 1), a Revised Action Plan (Template 2) and our Internal Review (Template 3).

2019 – (May) Received assessor comments – accepted with minor changes – revised documents and resubmitted in July 2018.

2019 – (Nov) Received assessor comments – accepted with minor changes – revised documents and resubmitted in January 2020.

The most up to date documents, covering the actions and progression from the initial 2012 actions to June 2018, are the revised Gap Analysis, Action Plan and Internal Review document.

2. NARRATIVE

Please note - following the HRS4R assessor review process and feedback from assessors in Nov 2019 and with the integration of PGRs and greater inclusion of all researchers in the HRS4R – broadening our focus from primarily early career researchers, Imperial has established a new Committee (in 2019) to oversee the HRS4R process and to have responsibility for the HRS4R actions at Imperial. The HR Excellence Working Group will lead on implementation of the HRS4R process. The Committee will meet biannually to monitor and review actions at a high level. Implementation and continual monitoring of actions will be conducted by the HR Excellence Working Group, key leads in sub working groups. The PFDC will lead on collation of action updates and progress on a termly basis (or as progress and goals are achieved).

The focus of this Narrative is on our strengthens and weaknesses based on our previous focus on ECRs and reflects the initial priorities to strengthen our approach.

The initial preparation of the HRS4R Gap Analysis, Action Plan and Internal Review was conducted in 2018 in preparation for our renewal submission (Sept 2018) and prior to receiving feedback from the assessors in May 2019 and Nov 2019.

Imperial College London is dedicated to the support and development of all its researchers. [Imperial's Strategic Plan for 2015-2020](#) states “*we will build a supportive, inclusive and highly motivated staff community across all disciplines, functions and activities... to help us to attract and retain the talented and diverse staff we need to achieve [our mission](#)*” - to achieve enduring excellence in research and education in science, engineering, medicine and business for the benefit of society. Imperial’s Human Resources strive to attract, develop, reward and retain a diverse community of the highest calibre staff and to provide an efficient, effective and integrated service to all users of our services.

The College has been committed to the HR Excellence in Research since 2012, originally mapping the HR Excellence in Research Award against the ‘UK Concordat to support the Career Development of Researchers’. Imperial’s new focus on The European Charter for Researchers & the Code of Conduct via the HRS4R implementation and continued commitment as a UK institution to the UK Concordat (new UK Concordat published in 2019) offers a dual focus strengthening the actions and aims of the College to continue being sector leading in the researcher development landscape enabling all researchers to excel.

The HR Excellence Working Group, led by the Postdoc and Fellows Development Centre have to date had the overall responsibility for the monitoring and implementation of the action plan and the review of our action plan for renewal. Supported by consultation with researchers via the Reps and Champions Networks, and the wider Imperial community who are involved in the initiatives and actions.

Please note with the integration of PGRs and greater inclusion of all researchers in the HRS4R – broadening our focus from primarily early career researchers, Imperial has established a new Committee to oversee the HRS4R process (in addition to the HR Excellence Working Group) and to have responsibility for the HRS4R actions and implementation at Imperial – first meeting will be in March 2020.

Monitoring, implementation of current actions, plus the development of new initiatives is done across both HR and academic senior management – please see ‘Communication Plan’ which shows the meetings where HR Excellence in Research Award or activities within the HR Excellence Action Plan are discussed and initiatives established.

The new Committee has wider representation importantly including researcher at all levels (R1-4) as well as HR and academic senior management.

To date the two key processes which have linked and supported the HR Excellence in Research Award are the annual staff survey and Athena SWAN Committees, they have played a key part in capturing the needs and views of researchers which feeds into the HR Excellence in Research Award action plan.

This Internal Review plus the updated Gap Analysis and Action Plan capture the actions included in the Colleges previous HR Excellence in Research Award documentation and the actions going forward for the College in line with the EU Charter and Code and the strengthened process.

These actions are aligned with HR Strategy (Vision 2020), Imperial’s Athena SWAN commitments and Imperial Expectations ensuring an exceptional working environment is created and maintained. This ensures that Imperial fosters a community of supported and motivated researchers - who feel consulted and have ownership of activities at the College. Researchers are provided with a personal and professional review – enabling CPD, a clear focus on planning to succeed as well as an understanding of career progression and opportunities.

The Gap Analysis and Action Plan provides an overview of the College’s current policy and practice (additions since our previous submission – our current policies for PGRs). The College is committed to the continually development of its policy

and practice. A brief summary of some of the continued, short term and long term priorities and achievements under the 4 thematic areas are briefly detailed here (full detail of all actions are listed in the Action Plan table below).

These were compiled by the HR Excellence Working Group for our resubmission of award. With the revision to how the HRS4R process at Imperial is managed, the new Committee and the HR Excellence Working Group (along with other working sub groups and committees) will work towards the integration of PGRs and greater inclusion of all researchers in the HRS4R – broadening our focus from primarily early career researchers. Therefore, the main priorities will be redefined following the first Committee meeting in March 2020.

Ethical and Professional Aspect

Continued commitment to:

- Athena SWAN agenda at College Level and Department Level – informing researchers of progress and supporting researchers to contribute to, monitor and action the Athena SWAN action plans
- Personal Review and Development Plan (PRDP)– review of the process, support for all researchers completing the PRDP (and the line managers) and delivery of PRDP training

Short term priorities include:

- ECRs use of 10 days development training to be measured via a PFDC survey to track and gain insight, from ECRs at the College, about the allocation of their 10 days training and how they utilise them
- Following the consultation on the draft EDI Strategy - the Strategy will be published and embedded from 2018-2019 forwards
- ECR PRDP (Personal Review and Development Plan) – development of ECR specific PRDP form for improved effectiveness for ECRs

Long term priorities include:

- Following the commissioned report to examine the issues of gender equality and institutional culture. (Published in December 2016, reviewed by the Provost's Board in October 2017). The work has now evolved into development of institutional values to support an inclusive culture. The actions from this report will be evaluated in 2018/2019 and implemented in 2019/2020

Recruitment

Continued commitment to:

- eRecruitment System – ‘Talent Link’ continue to be improved to increase user satisfaction of system
- Unconscious bias training to continue to be embedded in the development plans for all staff involved with the recruitment of researchers

Short term priorities include:

- Conduct a review looking at the issues relating to security of employment and the use of fixed term contracts
- Roll out of new pay scales in 2019 - a new pay scale planned to be introduced in April 2019 will improve progression and increase minimum salaries (has now been rolled out)

Long term priorities include:

- Following the review on issues relating to security of employment and the use of fixed term contracts – actions to be defined and implemented

Working Conditions and Social Security

Continued commitment to:

- Promotion of the Staff Survey, review and implementation of actions across the College and within departments
- PFDC Exit survey - to continue to be used to inform the PFDC of where ECR move to and to provide feedback on their experience at the College including the support provided by the PFDC
- Sharing of best practice for support of researchers internally within Imperial departments (i.e. via the PFDC Champions, Reps) and externally with other HEI

Short term priorities include:

- Improved induction for ECRs within individual departments and from the PFDC
- Increased internal funding opportunities to support ECRs academic career development
- Development of the Pathways for Postdocs initiative to support ECRs in all future career paths

Long term priorities include:

- Increased support for Fellows following the recruitment of a Fellows focused Consultant within the PFDC
- Increased diversity of the applicants going for and securing fellowships (both internally and externally funded)
- Mentorship Scheme to be effective in all Faculties with all researchers having access to a mentor

Training and Career Development

Continued commitment to:

- Maintain awareness that a ‘postdoc is not a career’ and support for ECRs to ensure they plan their professional and personal development - utilising all of the Colleges support via the PFDC, LDC, EDIC and specific departments (such as) Societal Engagement or the Scholarly Communication’s team
- All staff across College being trained in becoming Active Bystanders

Short term priorities include:

- For all ECR to be aware of (and applying for) the Assistant Supervisor title if they are undertaking PhD student supervision
- For the PFDC Champion and PFDC Reps within each department to host a Career Day for the ECRs
- Investigate the need for a specific policy outlining the Management and Development of Research Staff

Long term priorities include:

- PI and ECR relationship expectations – to develop a guide to ensure clarity and consistency across the College with regards relations between line manager and ECR.
- Following the investigation for a specific policy outlining the Management and Development of Research Staff develop a draft policy document.

3. ACTIONS

The researchers (R1-R4) each action is applicable to is highlighted in status column.

	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing		Status	Comments
New actions following assessor comments							
	Establish new Committee to oversee HRS4R process	Vice-Provost (Research and Enterprise) & new Committee	Committee to be established, agree the Terms & Conditions of the Committee and to set priorities and implement actions.	Established in Nov 19-Jan 20 First meeting - March 2020		New Action R1-R4	
	Review current actions, timelines and indicators – Committee to prioritise actions	Vice-Provost (Research and Enterprise) & new Committee	Revised action plan and strengthened timeline and indicators.	2020-2021		New Action R1-R4	
	Conduct a needs assessment of current provisions (survey and focus groups – to be determined by HRS4R Committee and key responsible leads)	Vice-Provost (Research and Enterprise) & new Committee	Needs assessment to be completed Analysis of results Incorporate results into action plan	To be determined by the Committee – aim to be completed 2020/21-2021/22		New Action R1-R4	

	Focus Groups with R1 – following student survey – to be explore by Postgraduate Research Quality Committee	HoS&O, new Committee & Postgraduate Research Quality Committee	Complete focus groups with R1s.	To be determined by the Postgraduate Research Quality Committee 2020-2021	New Action R1	
	R1 (PGR) review of actions – ensure we start to integrate them into the actions and implementation	HoS&O, new Committee & Postgraduate Research Quality Committee	New actions specifically related to R1s to be established and R1 communication plan and involvement to be established/reviewed	To be determined by the Committee & Postgraduate Research Quality Committee – aim to be completed 2020/21-2021/22	New Action R1	
	Review of Commutation Plan – following further integration and participation of R1, R3 and R4 (R2 researchers will continue to be consulted)	Vice-Provost (Research and Enterprise) & new Committee	New communication plan and process to be established and implemented	To be determined by the Committee – aim to be completed 2020/21-2021/22	New Action R1-R4	

	Establish regular Department Operation Managers (DOMs) meetings with member of the HR Excellence Committee	Vice-Provost (Research and Enterprise) & new Committee	New meetings to be established following Committee meeting	2020/21-2021/22	New Action R1-R4	
	Further dissemination and application of the OTM-R policy	Vice-Provost (Research and Enterprise), new Committee & HoR&P	OTM-R policy to be written and disseminated	End of 2020/21 academic year	New Action R1-R4	
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Theme and Charter	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status	Comments
Ethical and Professional Aspects						
1. Research freedom	Academic Strategy Development of new strategic goals of the research organisation. Discussed at Provost's Board Updates provided via HR Bulletin Academic Strategy - staff and student consultation	College: Provost	Discussed at Provost's Board Meeting 2018/2019 Consultation with staff and students in summer 2019 Feedback from consultation with staff and students is reviewed 2019 Published and priorities identified in 2019/2020	2018/2019 June/July 2019 Autumn 2019 2019/2020	New Action R1-R4	At the beginning of 2019 the Provost began the process of developing an Academic Strategy for the College. The strategy will outline our core capabilities – those enduring characteristics which, taken together, mean that Imperial is uniquely placed to grapple with intellectual challenges and seize emerging opportunities. It will also identify common themes of intellectual endeavour where we have particular strengths and where opportunities are likely to emerge over the next few years. These are the areas in which the College

							<p>will seek to accelerate its discovery and impact through strategic, College-wide investments.</p> <p>Initial consultation with: senior leadership, including Deans and Heads of Department, to develop the Academic Strategy, which builds upon Faculty and Department strategies.</p> <p>Wider staff and students consultation as the strategy develops.</p> <p>Provost will be hosting a series of staff and student consultation sessions in 2019 to tell you more about the strategy and how it relates to your work.</p> <p>There will be the opportunity to provide feedback and contribute online also.</p>
	To support ECR to advance knowledge, encouraging them to exercise and develop increased capacity for independent, honest and critical thought throughout their careers.	College: HR, PFDC, PFDC Reps & PFDC Champions	Agreement to entitlement of 10 days training per annum for ECRs 10 days training detailed in ECR contracts Webpage for 10 days training to increase awareness and visibility of support to researchers and to inform PIs/Line	Ongoing	Complete R2	June 2018	With ongoing awareness of support highlighted to Researchers (ECRs and PIs) Imperial's research aims to create knowledge and provide solutions to a broad spectrum of societal and economic issues, including energy, environment, healthcare and security. We address these challenges on three broad levels, which are interdependent (core disciplines , multidisciplinary research , global challenges). Many of our academics are engaged with all three and we will

			Managers				maintain this approach for the foreseeable future.
			ECRs use of their 10 days training tracked/monitored via the survey, their annual PRDP meetings and via the PFDC Exit survey To track the uptake of the 10 days – Send out survey and analyse results	Dec 2019	New Action R2	The PFDC in consultation with the PFDC Reps will create a survey to remind, track and gain insight, from postdocs and fellows at the College, about the allocation of their 10 days training and how they utilise them. For continued implementation and action going forward this survey, the ECRs PRDP meetings and the PFDC Exit Survey will keep the PFDC, postdocs/fellows and departments informed about postdoc/fellows use of 10 days training. Results from the survey will be shared with the departments and via the PFDC newsletter & website.	
	DORA Imperial is a signatory of the San Francisco Declaration on Research Assessment (DORA) . Recommendations of the College's DORA Working Group were adopted by the College in 2017. These provide clearer guidance on how signing DORA impacts our recruitment, promotion	College: Vice-Provost (Research and Enterprise) & Assistant Provost (ED&I)	Awareness of DORA amongst all researchers. Tracking of recommendations and implementation		In progress R1-R4	Updated recruitment and promotion criteria to be in line with the principles outlined in DORA. This resulted in a number of material changes and so we can evidence change as a consequence of signing up. We monitor through reports to Vice Provost (Research and Enterprise) Advisory Group for research.	

	and funding procedures.						
2. Ethical principles	To provide tailored support for ECRs with regards the importance of ethical practices and principles. PFDC webpages to signpost to relevant resources. PFDC to run an ethical practices and principles Pop Up. PFDC Reps to look at dept. specific training for ECRs.	PFDC: PFDC Consultant, PFDC Reps	Webpage development Increased training provided by PFDC and specific support in departments.	Webpages Dec 2018 Pop Up 2018-2019 PFDC Reps Feb 2019	New Action R2	Focus here is on ECR as the support for academic staff is established. The PFDC to consult with colleagues and PFDC Reps to develop training and specific dept. support. Current evidence of progress with regards ethical practice: Imperial named Leader in Openness on animal research Provost's Awards for Excellence in Animal Research - celebrate good practice by researcher and CBS staff currently working at Imperial.	
3. Professional responsibility	All new staff are made aware of Imperial Expectations in their contracts.	ODI: DoODI	Imperial Expectations are detailed in researchers contracts Staff survey results	Annual review	On-going R2-R4	Staff survey question tracks awareness of Imperial Expectations. Responses are split to staff group and dept. level to feed into local action plans.	
	Guidance is provided to managers for new staff inductions	ODI: DoODI	Staff survey results	Annual review	On-going R2-R4	Staff survey responses are split to staff group and dept. level to feed into local action plans with regards induction and support.	

	To enhance the PFDC Welcome Lunch for ECRs to provide additional signposting and networking opportunities. Additional training provided via the PFDC Pop-Up series – provide training and knowledge sharing from relevant College colleagues.	College & PFDC: PFDC Consultant, PFDC Reps and PFDC Champions	Welcome Lunch (termly event) to be developed further and delivered in next academic year Pop Up Series to be expanded based on consultation with colleagues, PFDC Reps and PFDC Champions	2018-2019 Termly events	New Action R2	The PFDC will review the content of the Welcome Lunch and adapt the Welcome Lunch resources accordingly. The PFDC will consult with PFDC Reps for additional induction resources. Following the consultation the Pop Up series will be added to – expanding the variety of the sessions. Uptake numbers and feedback from the new sessions will be evaluated and fed into the annual review of Pop Up provision.
	To revise the PFDC Welcome booklet for new postdocs and fellows – as an induction tool.	PFDC: Office Manager	PFDC Welcome booklet developed and circulated to all new postdocs and fellows	Sept 2018	New Action R2	The PFDC team will review and revise the current PFDC Welcome Booklet – the PFDC will consider the demand/need for two separate Welcome Booklets (i) Postdocs (ii) Fellows – addressing the different careers stages and the needs of ECRs.
	<u>Harassment, bullying and victimization</u> & <u>Respect for Others</u> Respect for others policy & Harassment and Bullying Policy are currently under revision.	EDIC: HoEDIC	Policies to be reviewed and updated documents to be published	2020	New Action R1-R4	
4. Professional attitude	All staff are made aware of <u>Imperial Expectations</u> once starting at Imperial via: - <u>Imperial Insights</u> - staff are invited to Imperial Insights - <u>Imperial Essentials</u> - staff must complete Imperial	ODI: DoODI	Data of attendance at Imperial Insights will be reported to ODI Data on completion of Imperial Essentials will be reported to ODI	Annually	On-going R2-R4	

	<p>Essentials</p> <ul style="list-style-type: none"> - Leadership programmes - 360 vision <p><u>Imperial Expectations</u> are embedded in recruitment, PRDP and academic promotion.</p>					
5. Contractual and legal obligations	Imperial to be engaged and committed to strengthening the attractiveness and sustainability of research careers in the UK and Europe.	College: PFDC & Research Office	College adheres to the terms and conditions		On-going R2	<p>Focus here is on ECR as a large percentage of staff.</p> <p>The College strives to be an example of best practice with regards support of ECRs; with the PFDC fully established within the College and reflecting the needs of ECRs (i.e. via the creation of the new fellows focused role) and providing ECRs 10 days training (included in their contracts).</p> <p>The PFDC (specifically the Head) works closely with the funders to understand their position, opportunities and support for ECRs. Sharing best practices, which feeds into ensuring that the PFDC service meets the needs of ECRs.</p> <p>The support provided to ECRs by the College is in line with the requirements of the funders and their contracts. This service is monitored via continual consultation with ECRs - what do they require with regards support – this is specifically done via the postdoc reps network – the PFDC develop bespoke</p>

							<p>support for ECR at College and Dept. level.</p> <p>The PFDC and Research Office consult via regular update meetings on requirements for ECRs about their contracts i.e. with regards a condition in an ECR contract which requires additional support for the ECR.</p> <p>The College continues to show its commitment to the UK Concordat (Concordat to Support the Career Development of Researchers, UK 2008) and the recommendations in the Roberts review. To show this commitment to developing researchers, the College fully integrated the PFDC into its provision of support by core funding the centre since 2014.</p> <p>The 2017/18 review of the Concordat: The UK Concordat is currently being officially reviewed by an independent panel, with a secretariat provided by RCUK. The consultation is open for individual, institutional, and collective responses.</p> <p>The PFDC have informed ECRs of the review – advising them of the option for them to submit individual responses.</p> <p>The PFDC also plan to run a focus group to collate ECRs comments to feed into the Colleges response.</p> <p>Dr Liz Elvidge (Head of the PFDC) represents Researchers 14 and Imperial College on the national expert Concordat review panel.</p>
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							Following the review and publishing of the revised UK Concordat the College will take action should there be significant changes in the Concordat principles – i.e. via establishing an Advisory Committee, this will be determined once the review is published.
	<p>Health and Safety awareness and obligations for researchers are provided via Imperial Essentials.</p> <p>Imperial has a Health, Safety & Environment Committee reports to Provost's Board with an annual report on the College's health, safety and environmental performance.</p> <p>Health & Safety Consultative Committee Committee to discuss staff feedback and be responsive to staff requests/concerns with regards Health and Safety.</p> <p>Imperial's Health and Safety have training strategic plan to ensure staff have access to relevant training.</p> <p>This was issued May 2017 by the College Health, Safety, Training and Implementation Committee (HSTIC)</p>	<p>College, HR & LDC: DoS, & HoLDC</p>	<p>Meet termly and minutes published online</p> <p>Meet termly and minutes published online</p> <p>Review Imperial's Health and Safety training strategic plan on an annual basis</p>		<p>On-going</p> <p>R2-R4</p>		<p>Health, Safety, Training and Implementation Committee feeds into Health & Safety Consultative Committee which feeds into Health, Safety & Environment Committee.</p> <p>Deans of Faculty appoint representatives to sit on the Health & Safety Consultative Committee and Health, Safety & Environment Committee.</p>

	<p>Researchers to be aware of their responsibility under Imperial's Data Protection Policy and the new GDPR.</p> <p>Data Protection Officer and research leads to provide support, training and guidance in relation to data protections and the new GDPR for researchers across Faculties</p>	HR & Data Protection Officer and Faculty Research Teams	<p>Awareness of new GDPR to be communicated through newsletters, emails to all staff.</p> <p>Guidance available online for researchers</p> <p>Online training and face to face training available for researchers – monitor completion/attendance and training requests</p> <p>Faculty of Medicine guidance, mandatory training and requirements to be circulated to researchers</p>	<p>May 2018</p> <p>May 2018</p> <p>Annually reviewed</p> <p>Annually reviewed</p>	<p>In progress</p> <p>R1-R4</p>	
	PFDC to provide a Pop Up on the new GDPR for ECRs - the relevance to them, and what the College is doing to assist staff to ensure their compliance.	Data Protection Officer & PFDC	Annual running of Data Protection Pop Up	July 2018 - then annually	<p>New Action</p> <p>R2</p>	First session to be held by the PFDC and Data Protection Officer within the Legal Services Office – “ <i>Data Protection – what you need to know about the new General Data Protection Regulation (GDPR)</i> ” scheduled for July 2018. Uptake and feedback from the session will be evaluated following the event.
	Create ECR specific online information and resources explaining GDPR: the law in brief, the relevance to postdocs and fellows, and what the College is doing to assist staff to ensure their	Data Protection Officer & PFDC	Established webpage	Dec 2018	<p>New Action</p> <p>R2</p>	With the Data Protection Officer, the PFDC will develop a specific webpage for ECRs – providing clarity on the GDPR applicable to ECRs and signposting to relevant data protection information and practices.

	compliance.					
6. Accountability	<p>Research Integrity Outline of Research Integrity training available to researchers shared via Vice-Provost of Research.</p> <p>This highlights training for PGRs, ECRs, and academic staff.</p>	College: Vice-Provost (Research and Enterprise)	Update training – annual review Monitor response to staff survey in relation to researchers awareness of Research Integrity	Annual Review	On-going R1-R4	Research Integrity https://www.imperial.ac.uk/research-and-innovation/about-imperial-research/research-integrity/ Research Integrity training https://www.imperial.ac.uk/media/imperial-college/research-and-innovation/research-office/Research-Integrity-Training-Programmes-2018-updated.pdf
	Support and awareness related to Researcher Integrity is provided via Academic Master Classes available to all academic staff	LDC: HoLDC	Monitor researcher attendance and feedback of Academic Master Classes	Annual review	On-going R3-R4	Success would be positive feedback from the training sessions
	Explore and establish a (new) Research Integrity Learning Package for all researchers	LDC & RO: HoLDC & Director of RO	Consultation with researchers Established RI Learning Package based in consultation Staff survey results on researchers awareness of RI	End 2019 2020/2021 June 2020	New Action R2-R4	
	To promote <u>current Research Integrity</u> training and review/ develop the specific Research	PFDC & College: Vice-Provost (Research and	Review of current training	March 2018	New Action	The PFDC will review the current RI training available to ECRs – in consultation with the Vice-Provost (Research and

	Integrity training for new ECRs that incorporates professional responsibility and professional attitude.	Enterprise) & PFDC Consultants	Increased attendance of ECRs at Research Integrity training Feedback from training to be reviewed	2018-2019	R2	Enterprise) the PFDC will ensure that all training provided by the College is advertised to ERCs.
	Research Integrity training for PGRs. PGRs receive Research Integrity Handbook which details expectations and training in relation to Research Integrity. Plagiarism Awareness, mandatory for both Master's and Doctoral students	Graduate School: HoS&O	Monitor PGR attendance and feedback of RI training. All PGRs to attend Plagiarism training	Annually	On-going R1	
7. Good practice in research	Imperial Essentials Booklet to be created and accessible to all researchers, online in Sept 2018.	HR: HoHR	Booklet to be published online in Sept 2018	Sept 2018	New Action R2-R4	Imperial Essentials have been developed with three objectives in mind, to: <ul style="list-style-type: none"> • Keep our People Safe • Keep our Information Safe • Contribute to a Positive Working Environment They provide the key information that all new staff need to know in the first six

							months of their employment and Essentials complements local induction processes.
	<p><u>Health and Safety courses</u> available for all staff</p> <p>Specifically for academic staff and PIs</p> <p><u>Safety Leadership programme</u></p>	LDC: HoLDC	<p>Tracked via staff survey responses related to safety</p> <p>Monitor researcher attendance and feedback of health and safety courses</p>	Annually	On-going R2-R4		The Essentials Booklet has been created and is scheduled to be published in Sept 2018.
8. Dissemination , exploitation of results	<p><u>Enterprise</u> - the Enterprise team helps (i) businesses access the College's resources, talent and expertise to address business and societal challenges (ii) supports and encourages student entrepreneurship (iii) helps academics find new ways to turn their expertise and research into benefits for society</p> <p>Support available for businesses, student and staff is available online and communicated through newsletters email and twitter.</p> <p>Enterprise Activity across the College is reviewed annually.</p>	College: Vice-Provost (Research and Enterprise)	Annual review of Enterprise Activity (published online)	Annually	On-going R1-R4		

	To support ECRs to develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole	PFDC: All	Relevant development opportunities in place and reviewed annually	Annual review	Complete now On-going R2	<p>PFDC provide courses to support ECRs – courses are reviewed annually.</p> <p>Acting as a Research Consultant course is now known as Consultancy: How it Can Enhance Your Academic Career.</p> <p>The PFDC now has a dedicated page, which leads from Development Opportunities, about the resources relating to Enterprise and Entrepreneurship that are available internally. This includes a full list of the courses that the PFDC offers. These courses are:</p> <ul style="list-style-type: none"> • Consultancy: How it Can Enhance Your Academic Career • How Intellectual Property Rights (IPR) Can Impact Your Research • Innovation and Industry: Effective Project Implementation • Personal Pitching: Selling Your Research and Expertise • The Postdoc Entrepreneur: Business Plan Basics • Translating Your Research Skills for the Private Sector <p>For the next academic year the PFDC are reviewing all webpages (2018/2019) to ensure information is consistent and clear for ECRs.</p>
	To support ECRs recognise their responsibility to conduct and disseminate research results in an honest and ethical	College: Vice-Provost (Research and Enterprise)	Specific guidelines in place		Complete now On-going	The PFDC works closely with the Library to disseminate relevant information about research outputs, visibility and dissemination.

	manner and to contribute to the wider body of knowledge				R2	<p>For example, the PFDC and Library hold a joint Pop-up on Open Access and Research Data Management.</p> <p>Imperial provide Research Integrity training (which is being reviewed/developed - see 4. Professional attitude) for new ECRs that incorporates best practice with regards professional responsibility, professional attitude and dissemination.</p>
9. Public engagement	To ensure ECRs are aware of the importance of public engagement and provide opportunities for them to take part and lead in outreach activities	College: Associate Provost (Academic Partnerships), HoSE, Societal Engagement Team and PFDC: Consultants & Advisor	<p>To advertise the engagement opportunities available via Imperial Festival and Societal Engagement Team</p> <p>To collate and share examples of successful and creative ECR public engagement initiatives</p> <p>Monitor attendance and engagement of ECRs in Societal Engagement Activities.</p>	2018-2019 2019-2020	New Action R2	<p>THE PFDC currently share public engagement opportunities such as calls for participation in Imperial Festival via the PFDC newsletter and email lists. The aim for 2018-2019 is to build on this by running Pop Ups with relevant Imperial teams to engage ECR in further opportunities available to them and highlight the importance and benefit of taking part in public engagement.</p> <p>Going forward in 2019-2020/ 2020-2021 the PFDC plan to collate examples of the diverse range of public engagement activities undertaken by Imperial ECRs and the purpose behind the public engagement activities. The PFDC will consult with ECRs with regards how to effectively share and communicate these with other ECRs.</p>
Societal Engagement	HR: HoSE & Societal	Meet termly to discuss	Meet termly	In		Societal Engagement Champions Network

	<u>Champions</u> To ensure awareness and consultation across the College in relation to Societal Engagement activities	Engagement Team	and review Societal Engagement activity		progress R1-R4	runs across the College to stimulate and support collaborative working. The Network includes two representatives from each academic department – one from academia/research, and the other from professional services – as well as any departmental engagement practitioners.
	Imperial delivers a range of <u>societal engagement-related training opportunities</u> , which are designed to support our staff and students in developing high quality engagement work	HR& Graduate School: HoSE & Societal Engagement Team	Monitor researcher attendance and feedback of societal engagement-related training opportunities.	Annually	On-going R1-R4	
	Coaching support for researchers in relation to Public Engagement – for example helping with preparing for a presentation	LDC: HoLDC	Support via coaching to be shared with staff and feedback from staff incorporated	Annually	On-going R2-R4	
	Promoting research - support available to researchers via Imperial's Media Team to disseminate their research and work with the press/media.	College: Media Team & PFDC	Researchers are informed about support at Dept. Level PFDC to run Media Pop Up for ECR	Annually	In progress R1-R4	Online Media Guide contains the details of over 700 members of Imperial College's academic staff who are willing to talk to the media on their subjects of expertise http://www.imperial.ac.uk/mediaguide/
10. Non discrimination	To review progress of the new Equality Strategy The <u>Equality Strategy</u> published in Sept 2018 (which precedes the <u>Equality Objectives 2014-2016 (pdf)</u>)	EDIC: HoEDIC & Assistant Provost (ED&I)	Annual Review of <u>Equality Strategy</u>		In progress R1-R4	The Equality & Diversity Unit (E&DU) is now the Equality, Diversity and Inclusion Centre (<u>EDIC</u>) In 2016 the annual internal review of the equality action plan took place and the <u>Equalities Objectives</u> were updated,

						setting key priorities till 2020 The review was undertaken in 2016/17 resulting in a new set of objectives, launched in May 2017. This annual review has become embedded in College culture and will therefore not be given a separate action at this point.
						<p>The new Assistant Provost for Equality, Diversity & Inclusion, Professor Stephen Curry, launched a draft EDI strategy for the College community, including staff and students. This was shared for widespread consultation via Staff Briefing, EDI Forums, staff networks and other avenues, in May 2018.</p> <p>The new Equality Strategy, published in 2018 now precedes the Equality Objectives.</p> <p>Impact on Recruitment <u>Integrated</u> equality, diversity and inclusion into all management processes.</p>
	Imperial to encourage the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds	HR & EDIC: HR Director & HoEDIC	Recommendation embedded	Evaluate actions – 2018/2019 Implement actions – 2019/2020	In progress R2-R4	<p>The Academic Diversity Taskforce was set-up to look at diversity in academic recruitment selection and its recommendations have been implemented.</p> <p>To widen the pool of applicants for academic posts the College have created the Know Your Pool policy. This means that search committees are expected to generate a pool of applicants which</p>

							<p>reflects the pool of potential applicants. This is to address unconscious bias and that women and minorities need to be encouraged to apply to high status institutions. The expansion of the 'Know Your Pool' initiative is part of the new Equality Strategy.</p> <p>In addition to the PFDC aims to help ECRs who stay in academia to make the transition from postdoc to PI. They do this through attending Taking Charge of Your Career: Managing Your First Research Group now known as Leadership in Research: Managing Your First Research Group workshop which covers the main management issues that a new PI would face through a series of real life examples, in particular it covers how to recruit, select and retain a new employee.</p> <p>In 2015/16 an additional residential course, Leadership in Research Part II: Vision, Strategy and Team Culture, was developed which builds upon the materials covered in Managing Your First Research Group. This residential, for fellows and senior postdocs, aims to aid aspiring academics to build great teams, explore different types of management structures and to better understand their personal ideas of leadership.</p> <p>In October 2015 Imperial commissioned a piece of independent research to examine issues of gender equality and institutional culture. The report, published in</p>
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						December 2016, has been discussed in a variety of forums across College and was reviewed by the Provost's Board in October 2017. The work is now evolving into development of institutional values to support an inclusive culture. The actions from this report will be evaluated in 2018/2019 and implemented in 2019/2020.
	<p><u>Staff Equality Networks</u></p> <p>To hear from staff on their thoughts on equality, diversity and inclusion. One way to do this is through our diversity networks who aim to represent different staff groups at Imperial. These diversity networks are:</p> <p><u>Imperial as One</u> <u>Imperial 600</u> <u>Able@Imperial</u></p> <p>EDIC inform staff of the range of staff equality networks. To inform staff of their activity each network has a newsletter which is shared to all staff.</p> <p>PFDC aim to work with EDIC to better promote the staff equality networks to ECRs</p>	<p>EDIC & PFDC: HoEDIC, HoPFDC</p>	<p>Increase awareness of networks observed from the 2017 and 2019 staff survey results</p>	<p>Annually</p>	<p>In progress R2-R4</p>	<p>Each diversity staff network has its own Executive Sponsor, who is a senior leader in College. These Executive Sponsors provide communication between the networks and the Provost's Board, and champion equality, diversity and inclusion</p> <p>Inform ECRs The networks are advertised via the PFDC Newsletters. Pop-ups on wide range of topics and talks from network representatives were introduced in 2017-18 and further to be added in 2018-2019. Closer working with PFDC and EDIC via new cross divisional leadership team meetings.</p>

	<p>EDIC have established best practice guidance forming Athena SWAN committees and what representation is required/recommended)</p> <p>Best practice document for Athena SWAN committees with regard diversity of committee and representative from all research levels</p> <p>Action – to have either a postdoc representative and/or a member of the PFDC on all departmental Athena SWAN committees</p>	EDIC & PFDC: HoEDIC & HoPFDC	<p>Athena SWAN Committees to have representations from all researcher groups</p> <p>Either a PFDC or postdocs representative on all departmental Athena SWAN Committees</p>	Annually	Complete now On-going R1-R4	<p>The representation of PFDC reps and/or PFDC team member is specifically reviewed at the College Athena SWAN Committee meeting attended by Head of PFDC.</p>
	<p>The College to continue to monitor its progress via the <u>Equality, Diversity and Inclusion Strategy Group</u> chaired by the Provost</p>	EDIC: HoEDIC	<p>Annual report of College-wide equality, diversity and inclusion activity to be presented at the Equality, Diversity and Inclusion Strategy Group, Provost's Board in and College Council annually</p>	Annually	On-going R1-R4	<p>The College has three staff networks, for disability, race, sexual orientation and LGBT equality. A considerable amount of work has been done in relation to mental health and wellbeing, termly events raise awareness of mental wellbeing, over 250 Mental Health First Aiders have been trained, 9 senior academics have been appointed as Mental Health Champions. Postdocs have access to the Employee Assistance Program through which they have access to psychological support along with practical advice on financial and legal matters.</p> <p>The College runs two flagship leadership programmes for specific underrepresented staff groups: The</p>

						IMPACT (Imperial Positive About Cultural Talent) programme for BAME staff and Calibre for disabled staff. These programmes have received nominations for awards and form an essential part of the College's talent management. Both programmes are open to all researchers, with three attending Calibre to date.
IMPACT stands for Imperial Positive About Cultural Talent. It is a talent development programme for Black, Asian and Minority Ethnic (BAME) staff.	EDIC: HoEDIC	Monitor researcher attendance and feedback on IMPACT	Annually	Ongoing R2-R4	https://www.imperial.ac.uk/equality/support-for-staff/training/impact/	
The Calibre Programme is a leadership development programme for disabled staff	EDIC: HoEDIC	Monitor researcher attendance and feedback on the Calibre Programme	Annually	Ongoing R2-R4	https://www.imperial.ac.uk/equality/support-for-staff/training/calibre/	
<u>Race Equality Charter</u> January 2018 Imperial became a member of the Race Equality Charter (REC) REC aims to improve the representation, progression and success of Black, Asian and Minority Ethnic (BAME) staff and students within higher education.	EDIC: Assistant Provost (ED&I) & HoEDIC	Researchers to be represented and contribute to REC Self – Assessment Team Membership. Consultation and actions/implementation will be reported via the via the REC and self-assessment team.	Focus Groups Autumn 2019 Submitted 2020	In progress R1-R4		
To provide <u>training and resources</u> for all staff in Equality, diversity and inclusion.	EDIC: HoEDIC	To monitor attendance and feedback of resources.	Annually	Ongoing R2-R4		
11. Evaluation/	To provide a support in departments via consultancy	LDC, EDIC & PFDC: HoLDC, HoEDIC &	To deliver PRDP training on request.	Annually	On-going	LDC working with departmental contacts have delivered the PRDP training between

appraisal systems	on best practice for communication, quality, briefings, and skills development in relation to PRDP process. Ensure PRDP process is available and made visible to all staff. Deliver department specific PRDP training on request	HoPFDC	Make departments aware of this opportunity. Deliver training in at least 3 new departments each year Track staff awareness via Staff Survey results Target is for completion across all staff groups		R2-R4	2015-2017: 2015 – 51 sessions – 758 staff members 2016 – 35 sessions – 538 staff members 2017 – 5 sessions – 77 staff members As a means of developing the access to the PRDP training new online information and guidance are being developed as alternative/additional service to the departmental briefings. In addition, the PFDC has continued responding to specific requests, delivered departmental specific sessions, provided PRDP preparation advice during the 1:1 meeting.
	To continue the College wide PRDP review process. The changed forms to be approved by the Provost Board. Create a tailored PRDP form for all researchers by gaining input from the researcher community	PFDC: HoPFDC, Consultant, PFDC Reps	New forms/guideline in place	2015-2016	Complete R2-R4	A new set of PRDP forms was approved by the Provost Board and launched in July 2015. There is now a dedicated form for postdocs and fellows, as well as improved guidance with regards to the structure of the PRDP meeting. College wide and departmental training is offered, and 198 postdocs have attended this training to date. The PFDC offers departmental postdocs specific training.
	The PFDC plan to establish a Task and Finish Group to consult on/develop a new PRDP form specifically for ECRs. Consultation will be with ECRs and academic staff. Training and guidance to accompany the form will be discussed/developed.	PFDC: HoPFDC, Consultant, PFDC Rep, PFDC Champions & HoDs	Invite ECRs and academic staff to attend Task and Finish Group – following the consultation the next targets will be determined with regards to the ECR PRDP form and training.	2018-2019	New Action R2	Following the use of the new PRDP form for postdocs and fellows (action above) – feedback from the ECR community is that the form doesn't fully meet their needs. The PFDC will lead a review of the form with ECRs, academic staff and HR colleagues to ensure the form is adapted to meet the needs of ECRs. Once the form has been revised training and guidance to be developed.

	<p>For the ECR PRDP form to be rolled out College wide with guidance for ECR and Line managers.</p> <p>Training for ECRs and Line Managers in effective use of the new ECR PRDP form to be established.</p>						
	<p>Reminder about unconscious bias and potential gendered language to be routinely included in all HR material relating to recruitment, probation, promotion, and appraisal</p>	HR & EDIC: HoR&P & HoEDIC	Embedded as standard documentation	Easter 2018	Complete R2-R4	<p>Recruiters are encouraged to use a gender de-coder for their adverts so that they are worded as gender neutral as possible - an email was sent out via a HR weekly update to inform recruiters.</p> <p>A 'reminder' about unconscious bias and use of language will become a standard part of all relevant HR documentation prior to key stages of HR processes.</p>	
Recruitment and Selection							
12. Recruitment	<p>It is a College minimum requirement for each interview panel to have at least one member trained in recruitment and selection.</p> <p>All staff who are on recruitment panels must complete the e-Learning module before recruiting staff.</p> <p>All staff who chair recruitment panels must complete the e-Learning module and attend</p>	HR: HoR&P	Track number staff who have completed the online training face to face training	Annually	On-going R2-R4		

	<p>the 1-day practical course before recruiting staff.</p> <p>Review of the current recruitment and selection training.</p> <p>The training is currently being refreshed and this refresh will be completed by 2019.</p>		Training revised and published	2019	In progress R2-R4	
13. Recruitment (Code)	To undertake a review of the eRecruitment System	HR: HoR&P	Completed	2017-18	Complete R2-R4	Review completed, new system and process developed and implemented. eRecruitment System – ‘Talent Link’ continues to be improved to increase user satisfaction. Current applicant experience rating is 4.2 out of 5 stars from 2150 candidates.
	To implement a new eRecruitment System focused on the candidate experience	HR: HoR&P	System implemented	2017-18	Complete R2-R4	Completed - 31 Oct 2017
	To review and implement changes into the recruitment management process and operating model to ensure it is candidate-focused	HR: HoR&P	System in place	2017-18	Complete R2-R4	Completed - 31 Oct 2017
	To review the methods used to advertise new vacancies	HR: HoR&P	New guidelines generated	2017-18	Complete R2-R4	Review completed, new system and process developed and implemented.

14. Selection (Code)	<p>To assure fairness, consistency and the best assessment of the candidate's potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise.</p> <p>In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant, recent training</p> <p>Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development</p>	HR: HoR&P	Compliance with the requirements		Complete now On-going R2-R4	All appointments of research staff are made in accordance with the College's equal opportunities code of practice on Recruitment and Selection, as well as in accordance with the guidelines on recruitment and selection procedures issued from Human Resources.
	To embed unconscious bias training into development plans for all staff involved with the recruitment of researchers	HR & EDIC: HoR&P & HoEDIC	100% of decision makers trained in unconscious bias		On-going R2-R4	Unconscious bias training will be continued and expanded with the aim that all decision makers involved in recruitment are trained in unconscious bias. So far nearly 1,000 decision makers have been trained to date since the training was launched in 2013. Unconscious Bias is also covered in the College's recruitment and selection online module and is explicit in our Decision Making module.
15. Transparency (Code)	No actions					

16. Judging merit (Code)	No actions						
17. Variations in the chronological order of CVs (Code)	No actions						
18. Recognition of mobility experience (Code)	No actions						
19. Recognition of qualifications (Code)	No actions						
20. Seniority (Code)	No actions						
21. Postdoctoral appointments (Code)	Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	HR: Senior HR Managers	College to comply with the Fixed-Term Regulations and ACAS Code of Practice 2009		On-going R2	The College continues to fully comply with the Fixed-Term Regulations and the ACAS Code of Practice 2009. In addition, the College has a new webpage dedicated to policy guidance, templates and procedures which are in place to recruit staff, including guidance on: <ul style="list-style-type: none">- Determining the need to recruit- Job descriptions and related information- Evaluating the job- Advertising- Shortlisting- Arranging interviews- Making an offer- Pre-employment checks Relevant templates and a process summary checklist are available on this	

						webpage.
	Conduct a review looking at the issues relating to security of employment and the use of fixed term contracts	HR: HR Director	To report findings of the review and determine necessary actions	2018-2019	New Action R2	This review will be conducted with the University and College Union (UCU).
	The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organization	HR: HoHR	Compliance with the requirements		On-going R2-R4	<p>The College uses the Hay Methodology to evaluate 'roles. Researchers are employed on the appropriate College salary scale and salary progression and increments operate in the same way as other members of staff. The level of annual cost of living increase is determined through Local Pay Bargaining negotiations and applies to all members of staff including researchers.</p> <p>In addition, responses to the Staff Survey evidenced that the promotions process for postdocs and fellows was not well understood. To address this, in July 2016, the PFDC ran a new workshop about the Job Level Review procedure this was repeated in July 2017 and is planned for July 2018. This has become an annual event in the PFDC calendar. The Assistant Provost (Academic Promotions) also led on a career guidance workshop in Oct. 2017 for research staff which will become a regular event - Taking the Next Step – A Guide to Promotion for Postdocs, Research Fellows, Teaching Fellows and New Lecturers (see 26. Funding and salaries).</p> <p>A new pay scale planned to be introduced in April 2019 will improve progression and</p>

							increase minimum salaries (has now been rolled out).
Working Conditions and Social Security							
22. Recognition of the profession	PFDC to meet with other HE institutions to discuss their postdoc committee structure and share best practice via these networks and establish committees	PFDC: HoPFDC & Consultants	To continue contributing to the postdoc and fellows focus communities	April 2017	Complete – now On-going R2	PFDC to respond positively to requests for support establishing Postdoc Development Centres in other HE. Institutes include – Queens University Belfast, Trinity College Dublin, NUL Galway, Cambridge University, University of Turin (Italy), A*STAR Singapore. PFDC currently part of SERD, Researchers 14 and the Head of PFDC is continuously widely consulting and advising other research supporting organisations.	
	Imperial to continue to share best practice with other HEIs through networks and joint initiatives	PFDC: HoPFDC & Consultants	Evidence of regular interactions Data to be recorded and shared		On-going R1-R4	To foster communication and the sharing of best practice, Imperial is part of a large variety of research developer networks where best practice can be shared. Examples include <ul style="list-style-type: none">• FoResT – London Researcher Developers network• SERD – South East Researcher Developer Network• IUECR – a national consortium The PFDC also share best practice internationally via consultancy roles and have been invited to give talks and support sessions across the world (including Ireland, Italy, Netherlands and Singapore). The PFDC works closely with other HEIs to deliver relevant training courses.	

							<p>The PFDC makes a conscious effort to share best practice with others in the sector. This has been achieved through presenting at conferences, such as the 2016 Vitae conference, Manchester and the 2016 National Postdoc Association Meeting, Grand Rapids, MI, US, participating at Researcher Development meetings, such as SERD and Researchers14, as well as interacting directly with funders, for example the Head of the PFDC has been pivotal in directing Wellcome's consultation on training provision for fellows and the current UK Concordat Review.</p> <p>A member of Imperial's EDIC team acts as the Chair of the London West Athena SWAN regional network, sharing best practice. We recently hosted the Race Equality Charters member network and EDIC attend the Higher Education London Equality Network.</p> <p>EDIC are approached from national and international universities with request for visits to Imperial or for discussions about our EDI work and experience (including Athena SWAN).</p> <p>National Networks LDC contribute to:</p> <ul style="list-style-type: none"> • ODHE (Organisational Development in Higher Education) • SDF (Staff Development Forum) • Wellbeing network (London Universities network) • UHR (Universities HR) • Russel Group networks (OD, EDI, HR)
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							<ul style="list-style-type: none"> • Mediation Network – London Universities network • Coaching Network – London Universities Network • British Psychological Society – Special Group in Coaching Psychology • CIPD
	Guidance of expectations from depts. with regards postdocs and fellows'	PFDC & HoD: HoPFDC & PD Consultant	Task and Finish Group to compile document and sign off of the guidance by HoD	2019-2020	New Action R2	The Expectations Guidance was an action that came out of the PFDC Reps Q&A with the Provost 2018.	
23. Research environment	The PFDC to review and update the new postdoc starters resource from 2016	PFDC: PD Consultant & Office Manager	Review completed every two years from 2016 and suggestions implemented Review to be completed in 2018 and an updated version provided if required	2016 and every two years thereafter	In progress for 2018 review R2	This review was undertaken and the updated version of A Successful Career Begins at Imperial College London – a guide for Postdocs can be found on the PFDC webpage. Based on the success of the postdoc starters resources, and the Colleges commitment to providing more resources for research fellows, an online starters resource will be developed for new fellows. This will be led by the Professional Development Consultant.	
	To develop departmental starters resources/induction pack of all new early career researchers	Dept.& PFDC: Consultants PFDC Reps & PFDC Champions	All departments to have a departmental specific new starters/induction packs available Improved reports from postdocs and fellows about induction during the 2019 staff survey	Jan 2019	In progress R2	The College recognised that although the College wide starters resource that the PFDC produces is valuable, each department is different and therefore it expects each department to provide an induction pack for new postdocs and fellows. The PFDC welcome lunches continue, but now occur termly, since 2016, as opposed to every six months, due to popular demand. They are well attended with an average of 30 postdocs at each event. This is supported by the PFDC Reps and PFDC Champions. The PFDC Reps network will be a means of	

							sharing best practice between departments with regards induction material and support. Induction materials and resources will be a standing item on the PFDC Reps termly meeting going forward.
	The PFDC to annually review the Exit Survey and report any findings to the Provost's Board	PFDC: Office Manager & PFDC Champions	Exit Survey launched. Significant response rate (at least 35%). Accurate and relevant data gathered. Exit survey to be review and actions created for the academic year 2018/2019. Going forward the survey should be annually reviewed and actions revised and new actions created.	Oct 2018	On-going R2		The Exit Survey has now been running for two full academic years. With a low response rate of 27% in 2015/16 and 29% in 2016/17 it was deemed that the results from the survey were not conclusive. Anecdotally, we observed that responses were very polar - either they had had a great experience at Imperial and had availed themselves of all the services that were on offer, or else they weren't aware of any help or support. Thus, it was decided that the data will not be shared with the Provost Board. 2017/18 Exit Survey data is currently being collated. In preparation for the 2018/19 academic year the PFDC are planning to have completed analysis of the Exit Survey data with a view to improve how the data is gathered in consultation with the PFDC Champions.
24. Working conditions	To promote the staff survey to all researchers to improve return rates	HR: HoHR	Increased return rate for the 2017 Staff survey, increased to 40%	Annually	Complete & ongoing annually R2-R4		The 2017 staff survey got a 64% overall return rate. It was heavily promoted to ECRs: <ul style="list-style-type: none">- PFDC newsletter- Ad hoc emails from the Head, PFDC during the campaign- Termly Reps meetings- At courses and pop ups- 1:1 meetings

	<p>To review the staff survey results, to communicate the results to all staff</p> <p>To share actions that have been implemented since the previous Staff Survey</p> <p>Comments related to specific faculties/departments/teams/groups will be collated and shared with relevant leads to discuss and take forward. i.e. ECR comments and data shared with PFDC.</p>	College: Provost, HR Director & HoHR	<p>Upload of reports annually on Imperial Webpage</p> <p>Delivery of Staff Survey Road Shows to inform staff and provide the opportunity for Q&A</p> <p>Provide Road Show Presentation online</p>	<p>Annually</p> <p>Survey goes live in February – March</p> <p>June – Staff Survey Roadshows</p>	Ongoing	R2-R4	<p>2019 staff survey key information - https://www.imperial.ac.uk/media/imperial-college/administration-and-support-services/hr/public/working-at-imperial/Staff-Survey-Info-Sheet--2019-v2.pdf</p>
	Monitor the results of the staff survey in regards staff (including ECR) satisfaction with the PRDP process	LDC & PFDC: HoLDC, HoPDCF & Consultants	<p>Survey results show improvement in the ECR satisfaction.</p> <p>150 postdocs to receive PRDP training per year</p> <p>Tracked via attendance at bespoke sessions</p>	<p>Feb 2018 – actions from 2017 survey</p> <p>2018/2019 next staff survey</p>	On-going	R2-R4	<p>Baseline results for February 2017 Staff Survey show that 64% of researchers who completed the staff survey had a PRDP in the last 12 months. Satisfaction scores are similar to the College as a whole with 57% of researchers reporting that the PRDP was useful compared to 58% for all job families. 60% reported that their manager took the process seriously. Alongside a College-wide commitment to improving the uptake and quality of PRDPs, training will be delivered through a combination of postdocs participating in department sessions, usually provided by LDC, and postdoc specific sessions usually provided by PFDC.</p>
	<u>Disability Confident</u> Imperial is committed to providing dedicated support to its staff and students in order to ensure they maximise their	EDIC: HoEDIC	<p>Disability Confident is a government scheme</p> <p>Maintain the Accreditation and to</p>	Annually	Ongoing	R1-R4	<p>Imperial are now a Disability Confident Leader.</p> <p>Web page has been updated, and the DAC Action Plan is now on their web page.</p>

	potential and progress regardless of their disability.		commitment				
	To review the survey results of postdocs and fellows, and decide on any College-wide initiatives that are required.	College, PFDC & HR: HR Staff, HoSE, Consultant & Advisor	Actions planned according to survey results	Jan 2018	On-going R2	PFDC have to review the data for the most recent survey. Data has been collated. PFDC currently looking at actions for 2018 onwards. Continued promotion of the staff survey to ECRs will be done to ensure participation from this staff group. The completion of staff survey by ECRs will be monitored following each survey.	
	<p><u>Staff Briefing</u> is managed by the Internal Communications team, part of the Communications and Public Affairs Division. It is an e-newsletter sent to all Imperial staff on a fortnightly basis during the academic term, usually on a Friday afternoon.</p> <p>It conveys a summary of need-to-know information to our staff community, ensuring that they remain updated on the latest news across the College.</p> <p>HR Newsletter – bi monthly</p> <p>HR Bulletin – an information update for all HR staff</p>	HR: HR Director & Internal Communications Team	Newsletter is sent to all staff to update on need-to-know information	Every two weeks & Every two months	On-going R2-R4		

	To promote the Postdoc Safety Award across the College	PFDC: Office Manager	Circulated to all postdocs	Annually	On-going R2	The PFDC continues to promote the Postdoc Faculty of Natural Sciences Safety Award. However, the award was not rolled out across other faculties, as previously expected.
	Have a specific ECR ' <i>Thinking about having a baby</i> ' webpage, including tips from parents who have returned to work about how to achieve a work life balance while continuing an academic career	HR & PFDC: HoPFDC, HoHR & Consultant	Page live and receiving hits according to Google analytics Continue running the pop up annually	Dec 2018	In progress R2	<p>The College offers termly workshops for all staff on; Preparing for Maternity Leave, Working Parents and New Fathers/Partners.</p> <p>The College has two awards for their commitment to supporting working families –</p> <p><u>2017 Best for all Stages of Fatherhood Award in the annual Top Employers for Working Families Special Awards</u> & <u>2016 Top 30 Employers for Working Families</u></p> <p>In addition the Postdoc and Fellows Development Centre will be running an event specifically aimed at Researchers as part of their annual calendar of events. This event includes: a member of HR talking about maternity, paternity and shared parental leave and the rights of postdocs and fellows. Followed by talks about the funding available if you wished to take a career break and then return to research, as well as the cost of having a baby in London. It is concluded with a panel Q&A made up of postdocs (male and female) who currently had a family.</p> <p>Development of additional webpages will be built into the wider PFDC webpage review.</p>

	To ensure researchers and PIs are aware of the flexible working policy and for employers to respond flexibly to requests for changed work patterns and to resist instant refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently	College: HoDepts & Senior HR managers	Support in place		 Complete R2-R4	All Imperial College staff have the right to request flexible working arrangements under new legislation. The updated flexible working policy can be found here .
	Promote fund to help cover caring costs when staff attend conferences and monitor uptake by ECRs	College: Asst Provost (ED&I)	Observe how many ECRs take up this fund over the course of the next three years. Expect a year on year increase	2019-2020	 In progress R2	Fund to cover caring costs is now in place. Operated at faculty level. The success of this initiative for ECRs will be monitored at faculty level.
	All PIs and researchers (including ECRs) to complete Return to Work Plan before they go on maternity leave	HR & Dept: Senior HR Managers	100% of researchers to have a Return to Work Plan in place before going on maternity leave		 On-going R2-R4	With regards ECRs - The College has reviewed postdocs' experiences of maternity/shared parental leave and it is clear that Principal Investigators do not always plan for their return to work and do not always understand the maternity provision offered by different funders. Imperial has created a network of experts across the Faculties to provide information on grant extensions and will develop a Return to Work Plan template. All staff taking maternity and shared parental leave should have a handover plan and a return to work plan. Individuals taking maternity or shared parental leave receive details of the plans in a letter that is sent to them following their meeting with HR (this includes links to templates for both plans). The onus is on the staff

							member to draft these and take to the manager to agree.
	The College to inform ECRs about funders requirements to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity and shared parental leave	College: HoEDIC	Guidelines in place and disseminated		Complete R2		For managers of staff taking family related leave there is on-line training, include in the training are details of the handover plans and how to support staff returning from family related leave. The RCUK have issued a set of guiding principles for HEIs to follow and Imperial has encouraged departments to follow these essential guidelines. Guidance and support is provided by HR and EDIC (see action above)
	<u>Health and Wellbeing</u> <ul style="list-style-type: none"> - Mental Health First Aiders - Occupational Health - Resilience and stress - Physiotherapy <p>“Imperial College London has talented staff members who put their full energy and passion into their work and are committed to excellence. Our collective strength is central to fulfilling our mission.</p> <p>In our College Strategy we</p>	HR: HR Director & DoOH	Staff survey results feed into new initiatives Continue to increase number of Mental Health First Aiders	Continually reviewed	On-going R2-R4		All staff (including researchers) have access to 24/7 confidential care http://www.imperial.ac.uk/health-and-wellbeing/advice-and-support/confidential-care/ Currently >500 staff (including researchers) have been trained as Mental Health First Aiders. This network of trainers shapes the programme of support for staff. Researchers benefit from the service but can also contribute as a Mental Health First Aider. Through the programme there is continual

	recognise the importance of the wellbeing of all of our people and we are actively promoting good mental health and a healthy work-life balance.” Professor Alice Gast					CPD. All College staff and members of their family living with them can get free professional and confidential help from Confidential Care, the College's Employee Assistance Provider, 24 hours a day 7 days a week. Confidential Care's help line, staffed by trained counsellors, can provide information and advice on a wide range of work and life issues.
25. Stability and permanence of employment	To ensure equal treatment to all ECRs regardless of whether they are employed on a fixed term or similar contract.	HR: HR Director	Embedded throughout all departmental structures and systems		Complete now On-going R2	The College attaches great importance to personal and professional development and the need for all staff to equip themselves with key skills, not only to undertake their College responsibilities effectively but as a personal benefit in relation to their longer term careers. In addition, we now have Postdoc Champions in each department who act as a link between the PFDC and departments and ensure that the voices of postdocs and fellows are well-represented at the departmental level. PFDC and PFDC Champions meet termly.
	To commit, as a College, to improving the stability of employment conditions for ECRs - implementing and abiding by the principles and terms laid down in the Fixed Term Employees (Prevention of	HR: HoHR	College to comply with the regulations		Complete now On-going R2	The College's Recruitment and Selection and Fixed Term Workers Consultation guidance fully comply with the principles of the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCNES)

	Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCNES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations						guidance. A joint working group made up of College representatives and the recognised joint Trade Unions are currently analysing the feasibility of changing the approach to employing researchers and potentially moving to open ended contracts to provide researchers with greater stability.
	Following the 2017/2018 institution wide consultation on salaries, a new salary scale is being developed and implemented.	HR: HR Director	Implementation and roll out of the new salary scales	April 2019	New Action R2-R4		Following the consultation the pay scales have been reviewed and new salary scales will be published and implemented in 2018/2019.
26. Funding and salaries	To support continuity of employment for ECRs - such as funding between grants, other schemes for supporting time between grant funding, and systems for redeploying ECRs (where resources allow). In line with this - to ensure all ECRs are aware of their contract end dates and the resources available to them for continuity of employment.	HR & PFDC: PFDC Office Manager & HoHR	Proven evidence of the continuous support of the employment for researchers		On-going R2		The College policy is that ECRs are reminded that current funding may end seven weeks before expiry of a fixed term contract or 17 weeks before expiry of funds underpinning an open ended contract. To support researchers who are coming to the end of their contract, HR supply the PFDC with the names of those researchers whose contracts expire within the next three months. An email is sent to these individuals to remind them of the range of support and development opportunities the PFDC offers, in particular the one to one support and mock interview services.
	To provide transparent pay progression guidelines for ECRs (all researchers) in accordance with procedures agreed	HR: Provost & HoHR	College to comply with regulations		On-going R2-R4		The College is committed to transparent pay progression for research staff. The College's principles of pay & recognition are applicable to all staff. All salary scales

	<p>between the relevant trade unions and the employers nationally and locally.</p> <p>2018 Pay and Benefits Review: following consultation with staff themes and initiatives for change were identified by HR and the Provost's Board (based on the feedback from the consultation). The review details Salary Structure Reform for academic and research staff.</p> <p>All salary scales are published on the College's HR webpages and are accessible to all.</p>			<p>2019 - review of 2018 Pay and Benefits Review approaches and initiatives which have been put in place.</p> <p>August 2018 – review of the academic pay scale – new pay scale published</p> <p>April 2019 - review of the research staff pay scale– new pay scale published</p>			are published on the College's HR webpages and are accessible to all. In addition, annual local pay bargaining negotiations take place with the recognised Joint Trade Unions on the level of salary increase for all staff and the annual agreed percentage is applied to all categories of staff. In 2018 a review of the research payscales will be completed.
	<p>Gender Pay Gap Published – showcases transparency</p>	College and HR: Provost & HR Director	Gender Pay Gap published & initiatives established, published and reviewed	Continually reviewed Annually reported	Ongoing R2-R4		https://www.imperial.ac.uk/human-resources/salaries-terms-and-conditions/pay-gap-report/initiatives-and-projects/
	To host 'Taking the Next Step –	PFDC: PFDC	PFDC to discuss with	2018-2019	In		The PFDC to consult with the HR and

	A Guide to Promotion for Postdocs, Research Fellows, Teaching Fellows and New Lecturers' as an annual session.	Consultants	academic staff and PFDC Reps - session is scheduled for each academic year		progress R2	academic staff who provided/hosted this session in 2017-2018 with regards running an annual event. PFDC to support academic staff to host the session in 2018-2019.
27. Gender balance	The PFDC will run a survey to identify why women may choose not to apply for fellowships or leave it later than their male counterparts. The PFDC will analyse the results and see if there are specific development requirements to encourage more applications	PFDC: HoPFDC & Consultants	Events occur and are well attended New events established and evaluated	2019-2020	In progress R2	<p>The JRF scheme underwent a five-year review in 2014/15. The support and development that the JRFs have received was commended in this review. The following key recommendations were put forward:</p> <ul style="list-style-type: none"> • Change the name so it was no longer called 'Junior' • Extend the scheme to four years • Be more explicit about moving away from current PI <p>All of the above recommendations were put in place and as of 2016/17 the Imperial fellowship scheme is known as the Imperial College Research Fellowship (ICRF) scheme. The PFDC continues to offer a female only briefing for this fellowship.</p> <p>Finally, this action has been significantly expanded to better reflect the needs of the College into a scoping project entitled <i>"To investigate the barriers to fellowship and lectureship applications experienced by BME and female early career researchers at Imperial College London."</i> This project was tendered in December 2016 and was awarded to The University of Westminster, with the final report being circulated internally and actions</p>

						recommended.
						PFDC to continue to host events for fellows to provide feedback and the PFDC to implement actions as required. PFDC to consider new development opportunities for females ECRs
	<u>Academic Women's Development Programme –</u> The Academic Women's Programme (AWP) is designed to support Academic Women at Imperial through a targeted range of development interventions.	LDC: HoLDC	Monitor researcher attendance and feedback on the Academic Women's Programme (AWP)	Annually	Ongoing R3 & R4	Focus of each programme decided after discussions with Deans and looking at available data.
	PFDC to host an annual female only fellows lunch.	PFDC: HoPFDC	Held annually	Annually	On-going R2	As a part of the fellows programme, launched in 2016/17, a Female Fellows Network was established. An initial meeting was held in October 2016 and a survey was sent out to determine the optimal format for the meetings. It indicated that the female fellows would like to have a lunch time event that ideally last 1.5 hours. This initiative will be reinvigorated by the PD Consultant and considered within the wider consultation process planned for the development of an enhanced programme for fellows.
	Increase the diversity of applications for fellowships and lectureships, basing actions on the report recommendations	PFDC & College: Asst Provost (ED&I) & HoPFDC	Recommendations from the report are put into place. An increase is observed.	Survey completed 2018-2019 Actions	In progress R2	The PFDC will run a survey to identify why women may choose not to apply for fellowships or leave it later than their male counterparts. The PFDC will analyse the results and see if there are specific

				created and implemented 2019-2020			development requirements to encourage more applications.
	To continue to deliver two Springboard Programmes per academic year	LDC & PFDC: HoLDC, HoPFDC	Two courses held annually	Annually	Complete now On-going R2		<p>To widen the pool of applicants for academic posts the College have created the Know Your Pool policy. This means that search committees are expected to generate a pool of applicants which reflects the pool of potential applicants. This is to address unconscious bias and that women and minorities need to be encouraged to apply to high status institutions. The expansion of the 'Know Your Pool' initiative is part of the new Equality Strategy.</p>
	The College to continue to promote the Athena SWAN	College: Asst Provost (ED&I)	All departments to have a bronze or higher	Dec 2018	In progress		<p>The Springboard Women's Development Programme continues to be well received across the College with an average of 25% of each cohort being postdocs or fellows. The College is committed to delivering two Springboard programmes per academic year. This commitment has been embedded in the culture of the College so it is felt that the action <i>to continue to deliver two Springboard Programmes per academic year</i> is no longer required.</p> <p>During 2017/2018, staff – including post docs and Fellows - are being surveyed to collect views on gender-specific development and provision will be planned and expanded accordingly for 2018 and beyond.</p>

	award across the College. For all departments to achieve a Bronze or higher award by 2018		Athena SWAN award by 2018		R1-R4	Award, and was the first university to achieve Silver on the new post-May 2015 expanded criteria. Each department is now on its Athena SWAN journey. Of the 21 departments at Imperial, 16 have received an award (1 gold, 7 silver and 8 bronze). However, the College was unable to meet the target of having each department achieve a bronze or higher award by 2017, but is on track to achieve this by end of 2018. The Graduate School is able to support departmental Athena SWAN applications by providing information and data in the context of supporting postgraduate students to progress with academic careers.
28. Career development	To encourage postdocs to engage in the PFDC mock interview service, particularly those who are applying for positions outside academia both by volunteering to be panel members and by having a mock interview before their actual interview. To encourage researchers to engage in technical mock interviews at departmental level to compliment the PFDC mock interviews – share best practice and expertise in dept. between PGRs, ECRs and	PFDC: PFDC Consultants & Advisor	Increase the number of mock interviews for positions outside academia to 25% of the total number of mock interviews by 2019 Increase the number of fellowship and lectureship candidates to have a PFDC mock interview and a technical mock interview	2019-2020	In progress R2	The internal review of the PFDC, which resulted in the report " <i>The PFDC: Growth and Development between 2011 and 2016</i> ", indicated that the PFDC has conducted 434 mock interviews during that time period. On average the PFDC has a list of 400 volunteer panel members. This has remained fairly stable for the last three years. Since 2015, information on how to become a panel member has been added to the website , and for some courses, participants are automatically added to the panel list if it is seen as a relevant opportunity. The majority of the interviews conducted are for fellowship or lectureship positions,

	academic staff.						even though our website clearly states that they are available for any position. However, decisions about transitioning to careers within and outside academia are often addressed at one to one meetings. Working alongside the <i>Pathways for Postdocs</i> series of events, the PFDC would like to encourage more postdocs to have a mock interview, particularly for a position outside academia. Postdocs/Fellows are continuously encouraged to utilise the mock interview service at a wide range of events, some of these include training sessions, new postdocs welcome lunches, pop up sessions, PFDC briefings at the departments, termly reps networking meetings and via monthly PFDC newsletter.
	To undertake 80 mock interviews per academic year	PFDC: Office Manager	Number of mock interviews per year >80 with 25% being for non-academic positions Increased number of fellowship interviews	Annually	In progress R2	PFDC has exceeded the minimum goal. Mock interviews carried out within the past 3 academic years: 2014-15: 90; 2015-16: 103 and 2016-17: 94 In line with other PFDC targets – 25% of mock interviews to be for non-academic positions and an increased number of fellowship mock interviews via the new fellows focused role in the PFDC team.	
	The PFDC to establish an extensive, tailored support programme for all fellows	PFDC: Professional Dev. (PD) Consultant	Programme in place	Oct 2020	In progress R2	The PFDC has established an extensive, tailored support programme for all fellows. New support The PFDC has appointed a Professional Development Consultant to further	

							<p>enhance and develop the programme of support for fellows (PD Consultant), who started on 1 Oct 2017, specifically employed to support current fellows and postdocs specifically applying for fellowships.</p> <p>Established support</p> <p>In 2014/15, the PFDC undertook a scoping project entitled “Assessing and addressing the professional development needs of early career fellows at Imperial College London”. The aim of the scoping project was to outline key recommendations for the development of a fellows' training and development programme. The project coordinators consulted with current and former early career fellows to elicit their experiences of holding a fellowship at Imperial and investigate what the PFDC could do to further facilitate their success through a short online survey, participating in an interview or focus group, or email responses directly.</p> <p>Several recommendations were made as a result of the scoping project and based on these recommendations the Fellows programme, as below, was launched for 2016/17:</p> <ol style="list-style-type: none"> 1. <u>Online resources specifically for fellows:</u> <ul style="list-style-type: none"> • Understand your context to be more strategic • Funding opportunities • Develop your visibility, reputation and networks
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							<ul style="list-style-type: none"> • Support and advice available to you • Reflect on and develop your skills • Getting a mentor <p>2. Orientation sessions for fellows</p> <p>3. Termly Fellows Forum, and Fellows Committee meetings</p> <p>4. Courses specifically for fellows, including a suggested outline of how to use the PFDC throughout their fellowship:</p> <ul style="list-style-type: none"> • Discovering Your Teamwork Strengths • Interviewing for Lectureships • Leadership in Research Part II: Vision, Strategy and Team Culture • Lectureship Applications: What You Need to Know to be Successful • Lectureship CVs: What You Need to be Working Towards Now to Succeed in 5 Years • So You've Got Your Fellowship, Now What? • Voice Projection for Effective Lecturing • Writing Retreat
	To evaluate the PFDC provisions for fellows – specifically the newly established fellows programme -annually to ensure the quality of the programme	PFDC: PD Consultant	Fellows are using the resources and providing the PFDC with feedback PFDC to act on feedback	Sept 2018	In progress R2		<p>In addition to the work undertaken for fellows since 2015, the PFDC has continued to provide comprehensive support for researchers aiming to secure fellowship funding, including:</p> <ul style="list-style-type: none"> • a fellowship webpage containing information on fellowship schemes, by discipline with deadlines, eligibility criteria and details on how to apply • a series of funders showcases to highlight the different fellowships

							<p>available from funding bodies</p> <ul style="list-style-type: none"> • a course entitled <u>Preparing Successful Fellowship Applications</u> on where and how to apply, and factors that contribute to successful applications • a range of pop-up workshops to walk you through the application process step by step • an <u>individual consultation</u> with a PFDC Advisor to support and guide the candidate as they write their application • the opportunity to participate as a <u>panel member for a mock interview</u> in order to gain insight into the interviewing process <p>The development of the fellows programme will be elevated by the new Professional Development Consultant who started on the 1 Oct 2017. With this new role in place an evaluation of the fellows programme will now be done in consultation with senior faculty members and fellows.</p>
	<p>The PFDC will respond to department specific requests in regards to the take up of PFDC delivered support and development by their departmental research staff and continue to offer bespoke departmental training</p>	<p>PFDC: Advisor & Consultants</p>	<p>Deliver a min of 45 events per annum</p>	<p>Annually</p>	<p>Complete now On-going</p>	<p>R2</p>	<p>During the 2014/15 academic year, the PFDC were involved in 35 departmental events and reached 727 postdocs. This increased to 51 events, reaching 908 postdocs during the 2015/16 academic year and 68 events reaching 1215 during the 2016-17 year. The PFDC team has actively tried to increase the number of departmental events that they are involved in and will continue to do so during the next four years. This has been aided by the PFDC</p>

							Reps Network who identify opportunities that they feel would be attractive to their postdocs to attend. Therefore, the below action reflects the PFDCs dedication to reaching a wide range of postdocs through offering department specific training and events.
	Encourage ECRs to acquire and practise skills required to be an effective researcher and to contribute to the life of a department. For example, opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students	PFDC: Reps, Consultant & HR Director	Number of reps (min of 2 per department) engaged in encouraging researchers to acquire and practice those skills.		On-going R2	Being a PFDC Reps gives ECRs the opportunity to be a good citizen within their department while developing their own skills sets. The PFDC encourages PFDC Reps and postdocs to look for opportunities to gain experience in project management, budget management and student advisory services. The Reps Network (currently at 75 across all departments) plays pivotal role in increasing the number of departmental events that occur. Since 2016, each department has committed funding to cover the costs of these departmental events. Due to this the PFDC Departmental Fund was removed for 2016/17. Each department now has a PFDC Champion who act as a link between the postdocs and the department. PFDC will utilise their knowledge to identify specific skills that need to be developed. These will be highlighted to postdocs/fellows and the development of additional departmental support explored. The tracking and review of progress, generation of new actions and sharing of best practice will be captured via PFDC	

							<p>meetings with PFDC Champions and Reps. Meetings at department level – i.e. HoD Q&A sessions and staff meetings where postdocs/fellows have a presence.</p> <p>Meetings:</p> <ul style="list-style-type: none"> - PFDC Champions and PFDC meet termly - PFDC Reps and PFDC meet termly - Meetings at department level occur both termly and annually <p>As part of the HR Strategy 2020 Vision, ‘Career Pathways’ are being developed for a wide range of staff which will identify the skills/expertise needed in order to gain promotion or a new job – either within the current field or in a different line of work. The Career Pathways for postdocs and fellows will build upon the development work already undertaken by the PFDC.</p> <p>The Head of PFDC will be part of the College’s ‘Career Pathways – Career Toolkit’ project.</p> <p>The PFDC encourage postdocs to consult their PIs in having allocation of 10% of their time allocated for their preliminary research. This is a means to develop their own independent research ideas – essential for development into academic positions.</p>
	Provision of development opportunities to develop academic leadership through the Academic leadership	LDC: HoLDC	Academics at varying stages of their career. Feedback of participants	Annual programme	On-going R3 & R4	Academic Development programmes developed in close consultation with the faculties who also contribute through recruitment of participants and providing	

	programme (ALP), Senior Academic Leadership Programme (SALP and the Academic master classes.		and evaluation of learning through follow up impact surveys and conversations with Deans of Faculties				speakers/input.
	To develop a research leadership programme to develop Research Leadership capability and capacity; and to create a sustainable research leadership talent pipeline to futureproof Imperial's research performance	LDC: HoLDC	Aimed at research leaders – professors and readers. Pre and post evaluation and Head of Department report plus tracking research bids, wins and income.	2020	New Action R3 & R4	Developing it in conjunction with the Vice-Provost Research and Enterprise to be delivered in 2020. Consultation with internal and external stakeholders during 2019.	
	To establish a College wide mentoring scheme for all job families to support career development: offering a valuable, objective sounding board	LDC: HoLDC	Recruitment of active mentors from all job families and grades. Mentoring discussed in PRDPs and promoted throughout all faculties.	2020	New action R2-R4	Impetus for development of a College-wide scheme came from Athena focus groups/committees. Approximately half of the College is covered as at 2019 with the rest expected to be involved by the end of 2020. A mentoring services has been developed within each of the departments across the Faculty of Medicine. This will be rolled out across the College. From 2017 the schemes have integrated so that although matching takes place at the local level, publicity, registration systems, mentor briefings, and evaluation are all shared. The scheme covers all staff in the faculty: academic, research, teaching, professional support and technical. In summer 2017 there were approximately 180 registered mentors and 75 active mentoring matches. The evaluation carried out in autumn 2016 (in	

							<p>the Department of Medicine) generated very positive data with clearly articulated benefits. A full review of activity and feedback from mentors and mentees is planned for autumn 2017. Following the review – actions highlighted via the review will be identified and where required/possible implemented.</p> <p>Consultancy work is being undertaken to identify how to ensure a watertight and effective mentoring system for each Department across the College. The scheme is planned to be rolled out across the college so that by the end of 2018 all members of staff (including postdocs and fellows) will be able to access mentoring irrespective of where they work in the College or their role.</p>
	All postdocs to be offered mentors (not PI) by their Departments	LDC & PFDC: HoLDC & Consultants	Positive feedback in the 2019 staff survey	2019-2020	In progress	R2	
	<u>Coaching Scheme</u> Imperial launched the Coaching Academy in 2009 and we are now able to offer coaching widely as an additional support to development for College staff, either linked to talent programmes or the Imperial Leadership and Management programme, or through individual requests for	LDC: HoLDC	EMCC accreditation and increase in number of active coaches to 50	2019/20	On-going	R2-R4	<p>The Coaching Academy was launched in 2009 to provide one to one coaching to all staff to support their career development and performance.</p> <p>Coaches are recruited from all job families. Their training is accredited by ILM (Institute of Leadership and Management) and their practice is strengthened by regular CPD sessions and professional supervision.</p>

	coaching support. To further develop the Coaching Academy: expand the number of coaches by a further 20; gain accreditation with the EMCC (European Mentoring and Coaching Council) and provide more coaching opportunities for all staff						
	To ensure that there is always a trained coach in the PFDC Team who is a part of the Coaching Academy	PFDC: All	PFDC staff trained and effectively utilising coaching skills when providing one to one support		On-going R2	Trained coaches within the PFDC is monitored by the Head of the PFDC. Should any of the current coaches leave – training for new coaches would be requested.	
	Promote the opportunity to take part in the Excellence Fund for Frontier Research	PFDC & College: HoPFD, PD Consultant & Heads of Dept.	Monitor applications from research fellows during the next three years. Expect to see an increase year on year	2019-2020	In progress R2	The College's Strategy 2015-20 encourages Imperial to act courageously and innovatively when pursuing new partnerships and opportunities and sets out Imperial's intention to invest funds and pursue the new and the risky. The Excellence Fund for Frontier Research , launched in December 2016, has been established to support research ideas which are possible breakthrough programs that have the potential to put the College in a leadership position, even if the ideas have not yet received outside funding. Independently funded research fellows are actively encouraged to apply for this award.	
	Pilot the Dame Julia Higgins Engineering Postdoc Research Fund to gauge interest and	PFDC & FoE: HoPFD & Consultant	Gauge uptake, success from receiving fund. Roll out the initiative across	2017-2018 Faculty of Engineering	In progress	In September 2016, a postdoc Rep submitted a proposal for an engineering-wide research collaboration funding to the	

	uptake with the aim for it to be rolled out across all faculties		all faculties	fund established 2018-2019 consult other Faculties on establishing fund	R2	<p>Faculty of Engineering Research Committee, with the idea of establishing a fund that engineering postdocs could apply for to carry out independent collaborative research which would involve at least two postdocs from different engineering departments. This proposal was very well received by the committee and the fund, called the Dame Julia Higgins Engineering Postdoc Research Fund, has been allocated £20,000 by the faculty as a pilot.</p> <p>The next steps are to look to establish the fund as an annual opportunity in the Faculty of Engineering and roll out across all faculties.</p>
29. Value of mobility	Imperial College London - Internal Shadowing Scheme – managed by PFDC	PFDC: Office Manager & Consultants	Establish list of Imperial staff to be shadowed Establish a system for shadow requests and pairing Pilot shadowing scheme and review effectiveness.	2018-2019 - pilot 2019-2020 - review	In progress R2	<p>The PFDC to include an 'Expression of Interest' advert in first newsletter of 2018-2019 to capture ECRs interest in a shadowing scheme. Based on the results the PFDC will connect and consult with potential staff who would be interested/willing to be shadowed.</p>
	To ensure secondments are clearly advertised to ECRs and that the individual understands the process.	PFDC: Office Manager & Consultants	Shared benefits and opportunities related to secondments via PFDC newsletter, webpages and Pop Up series	2018-2019	In progress R2	<p>The PFDC to add secondments to list of opportunities i.e. within Welcome Lunch resources. PFDC will also connect with current ECRs who have benefited from completing a secondment.</p>
	Encourage staff to take part in Outside Insight - a London Inter-institution work shadowing scheme	LDC: HoLDC	Monitor uptake by researchers	Annually	On-going R2-R4	Annual application process.

	To ensure secondments are clearly advertised to all researchers (including ECRs) and that the individual understands the process.	HR & PFDC: HR Director & Office Manager	The New Career Moves Booklet to be circulated to all staff and line managers Shared benefits and opportunities related to secondments via PFDC newsletter, webpages and Pop Up series	2018-2019	In progress R2-R4	The Career Moves Booklet provides guidance on moving forward in your career. The PFDC to add secondments to list of opportunities i.e. within Welcome Lunch resources. PFDC will also connect with current ECRs who have benefited from completing a secondment.
	Career Pathways and Career Moves Toolkit to be developed and implemented	HR: HR Director	Toolkit developed Toolkit Implemented Toolkit established	2018-2019 2019-2020 2020-2021	New Action R2-R4	The Toolkit is currently being developed
30. Access to career advice	Provision of Careers@Imperial week to showcase the career and development support available at Imperial. Events include courses designed to support career development skills such as communication and career planning; Speed Career Coaching and Mentoring events.	LDC & PFDC: HoLDC & HoPFDC	Levels of engagement across the College/job families plus positive feedback from participants	Annual	On-going R2-R4	The Careers Week showcases the year round provision supporting individual career support available at Imperial. There is dedicated space on the website alerting staff to opportunities including workshops, on-line resources and opportunities such as work shadowing - http://www.imperial.ac.uk/staff-development/development-options/planning-your-development/career-development-support/
	The PFDC to showcase career paths available to researchers through careers events and a dedicated webpage	PFDC: Consultants & Advisor	PFDC Reps to report the career events to PFDC PFDC to track events and attendance	Annually	On-going R2	The PFDC continues to support the PFDC Reps Network (75 reps across all departments) to organise career events. This is now an on-going action, with the PFDC, PFDC Reps and Champions supporting career events in departments.
	Dedicated online resources in	PFDC: Consultants	Pages live and receiving	2018-2019	In	The 'Pathways for Postdocs' project

	relation to the Pathways for Postdocs project	& Advisor	hits according to Google analytics		progress R2	<p>started in 2016 with an aim to showcase the alternative careers that postdoc alumni have gone on to. This will be done through a combination of online resources, in the form of alumni case studies and additional tip sheets to help with career change, as well as termly talks from former postdocs which are hosted by the PFDC. The first of these talks took place in October 2016. A one-day launch event was held on 18 January 2017. This included a range of guest speakers with previous postdoc experience, bespoke training sessions and a Q&A networking session with Imperial employees who still work at the College, but no longer as a postdoc.</p> <p>The online resources are currently under development and aim to be released for the 2018/2019 academic year.</p>
	To add diverse alumni case studies annually to the website	PFDC: Consultants & Advisor	Pages live and database of postdoc and fellow alumni established	2018-2019	In progress R2	PFDC communicate with 'new' alumni via the exit survey, mock interview candidates and PFDC Reps Network.
	To provide ECRs with access to professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline base. To review the support in place and to develop based on feedback from ECRs community.	PFDC & Careers Service	On-going , relevant support provided		On-going R2	<p>Since 2013, the Careers Service has updated the content of its dedicated research staff page to provide the following information:</p> <ul style="list-style-type: none"> • Getting started with career development planning • Finding out about options • Job search and how to go about looking for jobs • Making applications and selection interviews • Getting information about equality in

							<p>recruitment</p> <ul style="list-style-type: none"> • How to get career development advice • Equality and diversity <p>The PFDC at Imperial is one of the few centres in the UK that is dedicated to providing support and advice specifically for postdocs and fellows. The PFDC's core support as detailed below has expanded and adapted to meet the needs of researchers. The PFDC offers support in five key ways:</p> <ul style="list-style-type: none"> • One-to-one support • Mock interviews • Courses and workshops • Postdoc Reps Network • Resources for fellows <p>Our mock interview service is available to all researchers for any position, including those who are leaving academia. The PFDC will continue to provide a service to all ECRs with an additional focus on fellows and opportunities beyond academia.</p>
	<p>As detailed in 11. Evaluation/appraisal systems & 28. Career Development.</p> <p>Training for Line Managers will part of the focus of the Task and Finish Group to be established to explore a new ECR PRDP including to increase</p>	PFDC: HoPFDC	<p>Invite ECRs and academic staff to attend Task and Finish Group – following the consultation the next targets will be determined with regards to the ECR PRDP form and training.</p>	2018-2019	New Action R2-R4	<p>Following the use of the new PRDP form for postdocs and fellows – feedback from the ECR community is that the form doesn't full meet their needs. The PFDC will lead a review of the form with ECRs, academic staff and HR colleagues to ensure the form is adapted to meet the needs of ECRs. Once the form has been revised training</p>	

	awareness of Line Managers and PIs with regards the importance of careers advice (not solely academic career paths).					and guidance to be developed.
31. Intellectual Property Rights	PFDC to develop a Pop Up with Imperial Innovations and signposting to the Imperial Innovation support and opportunities via PFDC webpages.	PFDC: Consultant	Session to be piloted and feedback reviewed Webpages to be developed.	2018-2019	New Action R2	PFDC to meet with Imperial Innovations Consultants to discuss the development of the Pop Up and timing based on their other services for ECRs/staff at Imperial.
32. Co-authorship	PFDC to increase the variety of case studies and contributors to case studies about co-authorship experiences.	PFDC: All	PFDC to collated new case studies and set up process to collate case studies from a variety of sources – upload to the webpages and use in specific courses	2018-2019	New Action R2	PFDC to request case studies from PFDC Champions and PFDC Reps first. Secondly PFDC to ask workshop participants to share experiences. This information will be incorporated into the PFDC webpages and relevant courses.
	Colleagues within the Library, PFDC, LDC & Library Champions to consult with ECRs to investigate the demand for a specific workshop on Authorship/Co-authorship – ‘your rights as an author’.	PFDC, LDC & Library	PFDC & LDC to meet with Scholarly Communication Team to discuss the development of a course – engage PFDC Reps and PFDC Champions for feedback	2018-2019	New Action R2-R4	PFDC to meet with Library colleagues to explore the scope of this workshop. Following this initial meeting the PFDC and Library will gain feedback from PFDC Reps and Champions.
33. Teaching	Opportunities to take part in STAR (The STAR Framework is Imperial's Higher Education Academy-accredited provision, including courses, academic programmes, workshops and consultancy, for all Imperial College staff who teach and/or support learning in order to	PFDC & EDU: EDU Director, Consultants & Advisor	Hold a Pop-up with EDU each year.	Annually	On-going R2-R4	In 2015/16, 2017/2018 the PFDC held a pop-up on the STAR framework, led by the Educational Development Unit (EDU).

	<p>gain recognition for the educational aspects of their role) will be advertised by the PFDC and we will hold an annual Pop-up on this topic</p> <p>EDU and PFDC to track and report (to Departments) the number of postdocs who become Fellow of the Higher Education Academy.</p>		<p>15 ECRs accredited each year as Associate Fellow and 30 as Fellow.</p> <p>Information available on the website, and newsletter</p>				<p>In total 146 ECRs have become accredited with the HEA using the STAR Framework, 48 receiving Associate Fellowships and 98 Fellowships. The PFDC website now contains additional references to the EDU, particularly in resources for fellows section</p>
	<p>EDU provide resources and training for researchers at different levels:</p> <p>New lecturers</p> <p>Postdocs</p> <p>Research Students</p>	EDU	<p>EDU Newsletter informs staff of upcoming resources and training</p> <p>Feedback from participants & staff survey to review and build on current provisions</p>	<p>Monthly</p> <p>Annually</p>	<p>Ongoing</p> <p>R1-R4</p>		
	The PFDC to continue sharing knowledge with the EDU	PFDC & EDU: HoPFDC & EDU Director	Maintain relations	Annually	<p>Complete now On-going</p> <p>R2</p>		<p>This action has been completed as the two teams work closely together across a range of projects. Termly meetings, as opposed to monthly meetings take place, where knowledge of upcoming events and issues are shared. This practice has become embedded into both teams.</p>
	<p>Course developed between Graduate School and PFDC to support PGRs progress to the next academic career stage.</p> <p>“Want to do a Postdoc? What? Why? Where? How?” is a course to inform and support</p>	Graduate School: HoS&O	<p>Monitor PGR attendance and feedback of ‘Want to do a Postdoc?’ course.</p> <p>Track ECR contribution to</p> <p>‘Want to do a Postdoc?’</p>	Annually	<p>On-going</p> <p>R1-R2</p>		

	PGRs make this career decision. Part of this course includes current ERCs sharing their experiences with PGRs.		course.				
	The Graduate School has employed ECRs to support the delivery of some professional development workshops	Graduate School: HoS&O	Advertise opportunity to ECRs to contribute to PGRs training. Monitor ECRs contribution to PGRs courses.	Annually	Ongoing R1-R2		
34. Complains/ appeals	For managers of research (and ECRs) to understand the process through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties	EDIC, Depts & PFDC: HoDIC, HoDept, HoPFDC & Consultant	Continued activities and campaigns in new academic years	Annually	On-going R1-R4	The College continues to review its suite of policies and procedures in order to instil a 'respect for others' culture. In 2015 the FoE piloted a ' Have Your Say ' campaign to tackle bullying and poor behaviour, with a dedicated phone hotline, and roadshows with the Faculty Dean. The initiative has led to action. Firstly, this initiative, ' <i>Have your say</i> ', was rolled out across the Faculties of Medicine and Natural Sciences during Summer 2016. Now the ' <i>Have your say</i> ' - phone hotline and online form has now been rolled out College wide. Due to this campaign, the Dean of the Faculty of Natural Sciences now meets up termly with the postdoc reps for the faculty departments to discuss any issues that may arise. In 2017 Active Bystander training has	

							been developed to improve and empower staff and ECRs to address poor behaviour in the workplace. All staff across College (including postdocs) are being trained in becoming Active Bystanders. The PFDC will be running an additional bespoke Active Bystander Pop Up session in March 2018 for postdocs and fellows.
	To provide support to resolve conflict before formal processes initiated – through participation in mediation or conflict coaching	LDC & PFDC: HoLDC & HoPFDC	Monitoring of take up of mediation and conflict coaching	On-going	On-going R1-R4	Mediation is available to all staff. In addition 2018/19 there is a pilot offering mediation to PhD students and supervisors who find themselves in conflict.	
35. Participation in decision-making bodies	An academic member of staff to be appointed as a Postdoc Champion in every department by 2017	PFDC: HoPFDC	All department to have academic champions	Annually	On-going R3 & R4	This was achieved through the work of the Head of the PFDC. The College has recognised the importance of this role by updating the promotions criteria to recognise the role of Postdoc Champion.	
	To update the Provost termly about researchers' requirements and outline the plans of how the provisions align with those requirements	PFDC: HoPFDC, Consultants & PFDC Reps	Communication flow in place and continuous	Annually	On-going R2	Continues to occur with these meetings regularly taking place. In addition, the Head of the PFDC meets monthly with the Vice-Provost (Research and Enterprise) . During these meetings, the Head updates the Vice-Provost (Research and Enterprise) of PFDC activities and they exchange information on College and external activities which are relevant to ECRs. He also regularly consults with the Head over her expertise in Researcher Development in regards to College priorities.	
	Organise events where postdocs and fellows can interact directly with the Provost	PFDC: HoPFDC, Consultants & Office Manager	Annual events taking place – events and attendance at events to be tracked by PFDC	Annually	On-going R2	The PFDC has organised several events where both the Provost and the Vice-Provost (Research and Enterprise) interact directly with the ECRs. Highlights include	

							the annual Q&A with the Reps and the Provost, the Reps Award Dinner, a talk by the Vice-Provost (Research and Enterprise) at the Fellows Forum, a termly networking event organised specifically for fellows and the ICRF dinner and development day.
	To consult termly with the Postdoc Development Committee	PFDC: HoPFDC & Consultant	Minimum termly consultation held	Annually	On-going R2		<p>Over the last two years the PFDC have made many attempts to establish a Postdoc Development Committee. Having specific representatives from each Faculty didn't work as regardless of what time the meetings were held or which day, turnout was very low and due to the transient nature of the postdoc population, there were always several vacancies on the committee, so there was a lack of continuity.</p> <p>The PFDC then used a different format and created the PFDC Advisory Group where initially postdoc reps, from the Reps Network, could elect to attend an additional meeting on a particular topic as decided by this action plan. The first meeting on course provision was very well attended and produced significant recommendations which have since been taken forward by the PFDC.</p> <p>However subsequently the PFDC have opened up the PFDC Advisory Group consultations to all postdocs and fellows on topics such as a review of the PRDP process and a review of the Concordat. The consultations are now advertised as Task and Finish Groups and are established as required.</p>

							The College is aware that some form of Committee with postdocs is vital, but an element of this is covered during the termly Reps Network Meetings where a two-way process of sharing good and bad practice is implemented. The meeting notes are shared with key stake holders from across the College and a synopsis of what was discussed since the beginning of the 2016/17 academic year is now added to the following months PFDC Newsletter. Postdocs are also active in departmental Committees such as Athena SWAN Committees.
	To undertake an annual Task and Finish (Previously - the PFDC Advisory Group and Postdoc Development Committee) to review how Imperial is implementing the UK Concordat's principles and the EU Charter and Code and for the minutes from this meeting to be shared and discussed with the Provost.	PFDC: PFDC Reps, PFDC Champions, HoPFDC & Consultants	Receive feedback from the postdoc and fellows communities	2018-2019	In progress R1-R4	PFDC host Task and Finish Group meetings to gain insight from the ECR community. A Task and Finish Group will be held to review the most recent HR Excellence Action Plan and to gain feedback from the ECR community. The HR Excellence Action plan will be discussed at one of the termly PFD Reps Meetings each academic year. PFDC hosted a Task and Finish Group meeting to gain ECRs opinions on the current UK Concordat Review – their feedback contributed to Imperial College's response to the review survey. The timing and focus of the next focus group will be determined based on the outcome of the UK Concordat Review and	

							its suggested actions.
	Ensure all PFDC reps share experiences and the variety of activities/best practice in individual departments to ensure consistency across the College.	PFDC: PFDC Reps, & Consultants	To become standing agenda item at termly PFDC Reps meetings	Nov 2018	New Action R2		The first PFDC Reps meeting of 2018-2019 will be in Nov 2018 – the agenda for this meeting will include a standing item to encourage effective reporting, sharing and discussion of dept. activities.
	College <u>Consuls</u> College Consuls are Professors of the College who, having been elected by the senior academic members of their constituency, enjoy the confidence of their colleagues and may therefore be expected to act as a conduit for academic opinion which complements that coming through the management structure.	College: HR Director	<u>The definition, election and responsibilities of college consuls</u> to be followed and managed by the HR Director		Ongoing R4		College Consuls are Professors of the College who, having been elected by the senior academic members of their constituency, enjoy the confidence of their colleagues and may therefore be expected to act as a conduit for academic opinion which complements that coming through the management structure. College Consuls sit on recruitment panels for Chairs and Readers.
Training and Development							
36. Relation with supervisors	The Assistant Supervisor is a new opportunity (established in Dec 2017) – ensure it is well advertised and that the demand for training is met. Track and report (to Departments) the number of postdocs who become Assistant Supervisors.	Graduate School & PFDC: HoGS & Consultant	Training to held within departments and resources advertised Number of Assistant Supervisors to be reported and reviewed following the first year of the scheme	2018-2019	New Action R1-R2		PFDC and the Graduate School to track engagement in ECRs applying to the scheme. As part of the Assistant Supervisor process the Graduate School report the number of ECRs who have completed the mandatory training to become Assistant Supervisors to each Department on a monthly basis.
	To develop and utilise	LDC: HoLDC	Consultation and	2019/20	New		This emerged as a direct request from the

	guidance to clarify the roles and responsibilities of leaders, managers and supervisors		approval by Provosts' board by end 2019. Implementation and integration into other processes 2020.		Action R1-R4	Provost Board and is being developed in collaboration with two faculty Deans. It will be sense checked with a range of stakeholders and then included in the new managers' induction pack. Further uses will be developed over time including recruitment and academic promotions.
37. Supervision and managerial duties	PI and ECR relationship expectations – to develop a guide to ensure clarity and consistency across the College with regards relations between line manager and ECR.	PFDC & HoD: HoPFDC & PD Consultant	Task and Finish Group to compile document and sign off of the guidance by HoD	2018-2019	New Action R2-R4	The Expectations Guidance was an action that came out of the PFDC Reps Q&A with the Provost 2018.
38. Continuing Professional Development	To train postdocs to chair mock interview panels and gain valuable additional experience of the interview process	PFDC: Consultants	Database of Chairs available		Complete R2	The action to train postdocs to chair mock interview panels and gain valuable additional experience of the interview process was undertaken in both 2014/15 and 2015/16, training a total of 17 postdoc Chairs. However, the opportunity to Chair a mock interview was rarely undertaken by a trained chair as overall they did not feel that it added to the experience of attending a mock interview, therefore this training will not be continued. Postdocs and fellows will continue to act as panellists for mock interviews.
	To provide developmental activities for ECRs to be prepared for employment within and outside of academia.	College & PFDC: HoPFDC & Consultants	Diverse range of support in place		Complete now On-going R2	PFDC to continue to offer bespoke support to pursue positions within and outside of academia through one to one support, mock interviews, courses and workshops and online resources.
	To pilot a course for postdocs with the Centre for Academic	PFDC: Consultants PFDC Reps	Course to be piloted and added to the annual	Jan 2018	Complete	The Centre for Academic English (CfAE) was invited to the 2016/17 Winter Term

	English on student writing support		CfAE provision		R2	Reps Network Meeting to talk about the services that they offer to both students and postdocs. This led to an interesting discussion with the Reps around a current gap in provision as postdocs often help students with reports and papers, however they do not always have the language expertise to help develop a student. As a result, the Centre for Academic English, with the assistance of the Reps, have proposed to develop a short course for postdocs to help postdocs support the students that they supervise in terms of their academic writing. This course is now part of the PFDC and CfAE course provision.
	To maintain awareness within the ECR community that a 'postdoc is not a career' and that the primary responsibility for managing and pursuing their career is their own	PFDC: Vice-Deans (Research) for each Faculty	Specific guidelines and expectations in place		On-going R2	The PFDC is explicit that "being a postdoc is not a career". This is one of the main messages that can be found on the PFDC About Us webpage and is stated at our welcome lunches, in the PFDC induction document A Successful Career Begins at Imperial College London – a guide for Postdocs , as well as during any departmental briefings that the PFDC undertakes.
	To encourage ECRs to discuss, track and evaluate their career development requirements	College & PFDC: HoPFDC, Consultant, PFDC Champions & PFDC Reps	Send out survey and analyse results ECRs use of their 10 days training tracked/monitored via the survey, their annual PRDP meetings and via the PFDC Exit survey	Dec 2018	New Action R2	(as per 1. Research Freedom) The PFDC in consultation with the PFDC Reps will create a survey to remind, track and gain insight, from postdocs and fellows at the College, about the allocation of their 10 days training and how they utilise them. Going forward this survey, the ECRs PRDP meetings and the PFDC Exit Survey will keep the PFDC, postdocs/fellows and

							departments informed about postdoc/fellows use of 10 days training. Results from the survey will be shared with the departments and via the PFDC newsletter & website.
	To respond to bespoke requests for career development including preparation for academic promotions, interviews and presentations	LDC & PFDC: HoLDC & HoPFDC	Monitor take up	On-going	On-going R2-R4		These are varied and specific in nature; they are responsive and usually time-critical.
39. Access to research training and continuous development	To offer a diverse range of PFDC lead Pop-up workshops	PFDC: Consultants & Advisor	A 50/50 split between an academic and a non-academic focus with regards to Pop-ups – frequency and attendance will be tracked	Annually	On-going R2		The PFDC Pop-ups continue to grow in both numbers and popularity, and are still one of the PFDCs most successful initiatives. In 2014/15 there were 27 events attended by 742 postdocs. That increased to 47 events reaching 933 postdocs in 2015/16. In 2016-17, 6 events were rescheduled due to the sign up, thus 39 events attended by 649 postdocs. Staff turnover at the PFDC (maternity cover for Consultant and a replacement of Advisor simultaneously) has also contributed to the change. However, it is planned to increase and maintain the delivery going forward in this academic year, 2017-18 and next. Pop-ups, due to their responsive nature, cover a range of topics from fellowships, job applications and choices. The PFDC include a range of talks from experts from within the College which would be relevant to ECRs. These have included talks from EDU, Outreach and Communication and Public Affairs. An analysis of the types of Pop-ups that the

							PFDC offer show that it is a 50/50 split between an academic and a non-academic focus.
	Postdoc Champion to organise at least one (Department funded) event a year for postdocs, e.g. an away day	Dept. & PFDC: HoPFDC & PFDC Champions	Action achieved by all departments PFDC to be informed about dept. events by depts. & PFDC Reps.	2018-2019	In progress R2-R4		During 2015/16 & 2017/2018 the Head of the PFDC met with all the Heads of Departments to update them on the new initiatives that the PFDC had undertaken, such as the Pathways for Postdocs and the Fellows programme and to address any concerns or issues they may have with regards to postdocs and fellows. The PFDC will continue to support Postdoc Champions with department events – the attendance and success of the event will be tracked and fed back to the PFDC via the champion and the PFDC Reps Network – as a means of reviewing and sharing of best practice.
	The PFDC to publish online tip sheets on how to write a variety of CVs	PFDC: Consultants & Advisor	Tipsheets published and in use. Development of new Tipsheets is on-going	Annually	Complete now On-going R1-R2		The PFDC to publish online tip sheets on how to write a variety of CVs has now been completed as the PFDC have published tip sheets on CVs as well as additional topics: <ul style="list-style-type: none">• Academic CVs• International Job Search• Skill Based CVs• Chronological CVs• Cover Letters• Writing a lay summary These can be accessed via the PFDC Online resources page. The additional tip sheets have been developed according to themes that have been highlighted during one-to-one meetings.
	To provide training and	LDC: HoLDC	LDC Newsletter informs	Monthly	On-going		LDC provide ' planning your development '

	<u>resources</u> for all staff for continued professional: Leadership & Management, Professional Development Project Management & Programmes for Academics		staff of upcoming resources and training Feedback from participants & staff survey to review and build on current provisions	Annually	R2-R4	to support researchers to take an interest in and responsibility for their own development.
	Development Opportunities for Academics <u>Academic Masterclasses</u>	LDC:HoLDC	Monitor researcher attendance and feedback on the <u>Academic Masterclasses</u>	Annually	On-going R3-R4	<p>This masterclass programme is designed to efficiently provide expert-led direction and practice around key academic-specific communication skills.</p> <ul style="list-style-type: none"> • <u>Academic Overload: How to Better Balance Your Competing Commitments.</u> • <u>Media Skills for Academics.</u> • <u>Presentation coaching.</u> • <u>Science and Social Media.</u> • <u>Techniques for effective public speaking.</u> • <u>Working with Industry.</u>
40. Supervision	Investigate the need for a specific policy outlining the Management and Development of Research Staff.	College & PFDC: HoPFDC	PFDC to develop consultation document, Task and Finish Group with postdocs, PFDC Champions and PFDC Reps. Policy development to be discussed following consultation	2018-2019	New Action R2-R4	PFDC to establish a Task and Finish Group to start the consultation in relation to the need of a specific policy outlining the Management and Development of Research Staff.

Abbreviations

ECRs	Early Career Researchers
EDIC	Equality, Diversity and Inclusion Centre (Formerly known as the Equality & Diversity Unit (E&DU))
EDU	Educational Development Unit
HEA	Higher Education Academy
HR	Human resources
ICRF	Imperial College Research Fellow
JRF	Junior Research Fellow
LDC	Learning & Development Centre
PFDC	Postdoc and Fellows Development Centre
PI	Principal Investigator
PRDP	Personal Review and Development Plan
Reps	Representatives
	STAR Framework Supporting Teaching Accreditation and Recognition Framework

Names of leads:

Provost - Ian Walmsley
Vice-Provost (Research and Enterprise) – Nick Jennings
Assistant Provost (ED&I) – Stephen Curry
Associate Provost (Academic Partnerships) – Maggie Dallman
HR Director – Director of HR & Organisational Change - Louise Lindsay
DoODI - Deputy Director - Organisational Development and Inclusion – Susan Littleton
DoOH - Director of Occupational Health, Occupational Health Service – Claire O'Brien
HoR&P: Head of Recruitment and Progression: Robert Farace
HoHR: Head of Rewards, Engagement and Policy – Audrey Fraser
HoPFDC: Head of the Postdoc and Fellows Development Centre – Liz Elvidge
HoEDIC: Head of Equality, Diversity and Inclusion Centre - Kani Kamara
HoLDC: Head of LDC- Head of Learning and Development Centre – Nick Kapoutzis
HoSE: Head of Staff Engagement – Suzanne Christopher
Hos&O: Head of Strategy and Operations, Graduate School – Laura Lane
EDU Director – Educational Development Unit Director - Martyn Kingsbury
Director RO: Research Office – Director of the Research Office – Lynne Cox
Director of Safety – Surinder Johal
Data Protection Officer – Robert Scott
PFDC Professional Development Consultant – Lenne Lillepuu
PFDC Consultant – Karen Hinxman
PFDC Consultant - Rachel Herries
PFDC Advisor- Ines Perpetuo
PFDC Office Manager – Jenna Collinson
[Seniors HR Managers](#)
[Heads of Departments](#)
[Vice Deans of Research](#)
[Faculty Research Teams](#)
[Media Team](#)
[Societal Engagement Team](#)
[PFDC Champions](#)
[PFDC Postdoc Reps](#)

COMMENT ON THE IMPLEMENTATION OF OPEN, TRANSPARENT, MERIT-BASED RECRUITMENT PRINCIPLES:

The College is committed to ensuring that its recruitment and selection procedures:

- are applied consistently and fairly, and comply with legislation and best practice principles
- are conducted in a professional, timely and responsive manner
- result in the best person being appointed to the job based on merit
- support the College's core mission and strategy

The College is committed to:

- ensuring equality of opportunity for all applicants in line with the [Equality Act 2010](#), as such:
 - All roles of 6 months are advertised on our website
 - All job adverts will include the College's equal opportunities strapline and awards.
 - All applicants will receive equal treatment regardless of their protected characteristics (age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation). Please note: that it is illegal to discriminate either directly or indirectly on the grounds of a protected characteristic.
- seeking applications and candidates from the widest pool possible
- recruit and select individuals based on their relevant merits, skills and competency in line with the new [Equality Strategy](#) (which precedes the [Equality Objectives 2014-2016 \(pdf\)](#))
- ensuring that panel members are as diverse as possible
- ensuring that all candidates are treated with respect and creating a positive candidate experience irrespective of the outcome
- monitoring recruitment

Guidance, training and support is offered in full to all of those involved in recruitment. All staff who are on recruitment panels are expected to have attended a recruitment and selection training course, as currently facilitated by the Learning and Development Centre. The Learning and Development Centre offers a variety of options for both initial and refresher training. All staff undertaking the role of Recruitment Administrator within our applicant tracking system must undertake systems and soft skills training prior to commencing their duties in full. The recruitment policy is kept up to date and available to all staff on the intranet.

A new applicant tracking system, Talent Link, was launched on October 31, 2017. This system ensures all applications for direct appointments of the College are tracked throughout the recruitment process. There is a clear audit trail of each recruitment raised, which ensures transparency and full visibility of process. The functionality of the system also enables reporting to ensure careful review of key hiring data – diversity, advertising, agency use and correlation to hire rate.

This approach is supported by the creation of a new Recruitment Hub for Imperial College which went live in January 2019. This has centralised the recruitment function to ensure consistency and fairness throughout all our recruitment activities and providing recruiting managers with proactive specialist resourcing advice.

4. IMPLEMENTATION

Please note - following the HRS4R assessor review process and feedback from assessors in Nov 2019 and with the integration of PGRs and greater inclusion of all researchers in the HRS4R – broadening our focus from primarily early career researchers, Imperial has established a new Committee (in 2019) to oversee the HRS4R process and to have responsibility for the HRS4R actions at Imperial. The HR Excellence Working Group will lead on implementation of the HRS4R process. The Committee will meet biannually to monitor and review actions at a high level. Implementation and continual monitoring of actions will be conducted by the HR Excellence Working Group, key leads in sub working groups. The PFDC will lead on collation of action updates and progress on a termly basis (or as progress and goals are achieved).

The initial preparation of the HRS4R Gap Analysis, Action Plan and Internal Review was conducted in 2018 in preparation for our renewal submission (Sept 2018) and prior to receiving feedback from the assessors in May 2019 and Nov 2019.

The preparation of the HRS4R Gap Analysis, Action Plan and Internal Review (conducted in 2018/2019 prior to the assessor review process) has been led by the PFDC in consultation with colleagues from across the College. The review provided the opportunity to assess the status of actions and their progress with all key leads. The HR Excellence Working Group, led by the Postdoc and Fellows Development Centre led the monitoring and implementation of the action plan and the review of our action plan for renewal. The revised Gap Analysis, Action Plan and Internal Review was prepared by the HR Excellence working group: Head of Postdoc and Fellows Development Centre, Dr Liz Elvidge, Postdoc and Fellows Development Centre Consultant, Dr Rachel Herries, Director of HR and Organisational Change, Louise Lindsay, Deputy Director, HR and Service Transformation, Joe Cooper, Deputy Director - Organisational Development and Inclusion, Susan Littleton, Head of Reward, Engagement and Policy, Audrey Fraser, Head of Recruitment and Progression, Rob Farace, Head of Learning and Development Centre, Nick Kapoutzis and Head of Equality, Diversity and Inclusion Centre, Kani Kamara and Vice Provost (Research and Enterprise), Professor Nick Jennings.

The Director of HR and Vice Provost (research and Enterprise) are the key senior leads who support and lead on the implementation of the action plan. Please see 'Communication Plan' (*now revised following Nov 2019 feedback*) which shows the meetings where the HR Excellence in Research Award or activities within the HR Excellence Action Plan are discussed and initiatives established. Please note that informal and ad-hoc meetings also provide an opportunity for discussion and development.

The evaluation of the progress (*completed in 2018/2019*) that the College has made against the 2015 -2017 HR Excellence in Research Action Plan is continuous, with input from key leads including colleagues from HR; Equality, Diversity and Inclusion Centre (EDIC); Educational Development Unit (EDU); Learning and Development Centre (LDC); the PFDC; and ECRs. An annual meeting was held to ensure progress and deadlines were met. *Note this annual meeting will now be replaced by a biannual meeting of the new Committee to oversee and strengthen Imperial's monitoring and implementation following feedback in Nov 2019.*

The 'Organisational Development & Inclusion Benchmarks/Accreditations' group, was formed to meet termly to oversee the progress of current actions and the generation of new actions. This sub group also ensures Imperial's actions within the HR Excellence in Research Award are strongly aligned with other accreditation initiatives across the College - including but not exclusively, the HR Excellence in Research Award, Athena SWAN and Stonewall, ensuring the College takes a coordinated approach to College wide action. This group works together to discuss and monitor progress, and thus feedback progress and actions to the research community. Specific action leads provide updates on progress of individual actions. Importantly, this sub group ensures that the HR in Excellence in Research Action Plan is be embedded in Imperial's Institutional HR policy and is influenced by significant involvement from researchers.

Along with the sub group who embed and disseminate actions within current practices, individual actions have distinct working groups, or leads who progress the actions in their specific role. A key focus going forward will be the completion of 'live' actions and the enhancement of actions which have been completed or which are on-going, to ensure that the practical action or change which was established following the initial gap analysis and action plan are built on and Imperial continues to improve working conditions for researchers. This will enable the College to be prepared for the external review. *This will now be led by the new Committee established in 2019 – first meeting will be on 2nd March 2020.*

The research community were involved in the monitoring and evaluation of current and new actions between 2015-2018. Consultation with ECRs was via the Reps Network (representing all Departments from across the College), and with academic staff via the PFDC Champions (representatives from all faculties) within each Department was led by the PFDC and the feedback and comments from both groups integrated into the action plan and this report. Consultation with these two cohorts will continue for the development of specific current actions and for the review and development of actions in the short term and going forward in the future.

Feedback from researchers at all stages has been captured via the Staff Survey and Athena SWAN surveys as part of department action plans development and monitoring (please note PGR feedback is gathered via the biannual PRES survey and the College's Student Experience Survey).

As previously detailed the focus of Imperial's HRS4R up to the recent renewal submission in 2018 has been to ensure Imperial's largest research staff group is supported, the College is committed to ensuring that the ECRs community are consulted and communicated with - this can range from consultation with regards College wide initiatives to specific departmental ECRs actions. The PFDC plays a key role in ensuring that good communication with ECRs is maintained. ECRs were/are consulted and provide input via: PFDC Reps Network– who meet termly

- ECR Reps sit on Athena SWAN committees– feed into / link with PFDC Reps (Best practice guidance provided by EDIC for forming committees and what representation is required/recommended)
- PFDC Reps and Provost – annual event – consultation with wider ECR community via PFDC Reps
- Fellows and Clinicians Consultation and Forum – consultation with fellows and clinicians
- Task and Finish Focus Groups – based on specific topics
- ECRs representation on committees at College, Faculty and Dept. level and discipline specific committees
- PFDC Champions facilitate an annual 'what do you want' discussion with ECRs at departmental level
- Champions and Reps meet with Heads of Department to discuss actions in individual departments
- Staff survey results - provides consultation with all researchers
- Informed and consulted via Welcome and Networking Lunches, Newsletters, twitter, targeted distribution lists (i.e. Postdocs and Fellows and Clinicians)

The discussions that come from these meetings provide an opportunity to review current initiatives and actions, provide evaluation on current initiatives and generate new initiatives to be built into the action plan.

Please note going forward as a priority Imperial will be integrating of PGRs into the HRS4R and be working towards greater inclusion of all researchers in the HRS4R. Therefore, while the focus here has been on ECRs future actions plans and reports will detail the inclusion and consultation with PGRs and all researchers. This will be driven by the new Committee.

In preparation for the external review:

- Imperial will focus on ensuring all researchers are actors of the HRS4R process – starting with inclusion of all researcher levels including PGRs on the Committee and by conducting a wider consultation. With the establishment of the new Committee a priority action for 2020 will be for the Committee to review the action plan to ensure priorities are identified with researcher inclusion.
- Imperial will develop a needs assessment with and for researchers, strengthening our inclusion of researchers and our consultation process. Conducting this needs assessment and identifying priority actions will be a major priority for the next three years. This will be in addition to the staff survey and department Athena SWAN surveys.
- We will fully integrate PGRs into the HRS4R process and ensure their needs and feedback are taken into account – this has initially been done by including PGRs on the new Committee. Ensuring PGRs are fully integrated into the process – the review of actions will also be taken to the Postgraduate Research Quality Committee chaired by the Graduate School Director. As well as planning focus groups with PGRs following the annual student survey.
- Greater inclusion of senior staff has been built into our HRS4R process via the Committee and regular meetings with Department Office Managers, in addition to the current Communication Plan. This will be further established over the next 3 years.
- Imperial recognises and are committed to the benefits of an OTM-R process, and this is clearly communicated on our intranet to staff and reinforced by the recruitment team in their interactions with hiring managers and candidates. To strengthen this over the next 3 years we aim to create a new OTM-R policy for our recruitment website which will be designed to clearly communicate the Imperial approach to OTM-R and what candidates can expect from our recruitment process including their rights and resources available to help them when applying to our roles.
- Monitoring of progress is led by the PFDC reporting to the Director of HR and Vice-Provost (Research and Enterprise). While monitoring of actions is continuous, going forward an annual report will be shared in following a Committee meeting to capture progression on actions, the status of all actions and the ongoing development of new initiatives across the College.