

TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review: Imperial College London

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Web-link to published version of organisation's HR Strategy and Action Plan:

<http://www.imperial.ac.uk/media/imperial-college/administration-and-support-services/hr/public/staff-survey/HR-VISION-2020.pdf>

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/>

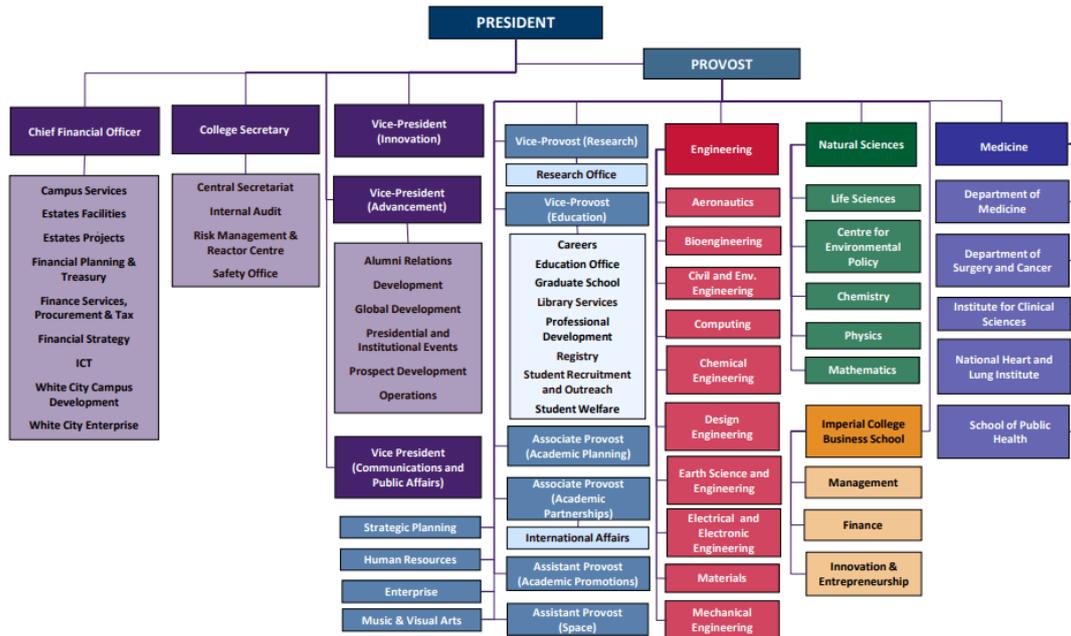
SUBMISSION DATE: 5TH OCTOBER 2018

1. ORGANISATIONAL INFORMATION

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

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

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 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 Going 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 – Received assessor comments – accepted with minor changes

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.

In the UK, PhD students (referred to as Postgraduate Researchers /PGRs) are considered students, rather than staff. Processes for recruiting and supporting this group do not fall under HR and are monitored by the College's Senate and externally by the UK Quality Assurance Agency (QAA) as part of their Enhancement-Led Institutional Review Process. Therefore, we have not included PGR support explicitly in this document. However, we have robust processes in place to monitor the PGR experience and include PGRs in decision making. PGR feedback is gathered via the biannual PRES survey (Postgraduate research experience survey) and the College's Student Experience Survey. The Graduate School has also appointed Student Programme Leaders to advise on the professional development opportunities available at the College through the Graduate School as well as an annual Graduate School course evaluation review process. The Graduate School also hosts an annual external advisory board with student representation and supports the student representative system.

2. NARRATIVE

Imperial College London is dedicated to the support and development of all its research staff. [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.

ECR (Research Staff) make up a significant proportion of the staff population at Imperial being approximately 35% of the total staff population, with academic staff making up 16% of the staff population. The College first received the HR Excellence in Research Award in 2012. The focus of Imperial's HR Excellence in Research Award has previously been early career researchers. Imperial is dedicated to the support and development of its 2,400 Early Career Researchers (ECRs), which are currently located across nine campuses, the largest of which being the South Kensington campus. These ECRs are almost equally spread over the three faculties, with 1% located in the Business School. Both the Provost and Vice-Provost (Research and Enterprise) of the College champion the support for ECRs and the work of the Postdoc and Fellows Development Centre (PFDC), which was established in 2009.

All policies and procedures are in place for academics, previously they did not cover early career researchers. The academic staff group are well catered for with regards support and attendance at key decision making committees i.e. dept. committees or staff meetings. The concentration has been on early career researchers as they are a vulnerable, often forgotten staff group. Imperial has committed to going over and above what is minimally expected to support ECRs, to focus on the support they require to ensure that Imperial is attractive to all researchers, including ECRs during their postdoctoral years. Going forward as we implement and develop the Action Plan in line with the Charter and Code we will ensure to be inclusive of all researchers.

Imperial's commitment to promoting equality, diversity and inclusion for all staff – including ECRs is led by the new Assistant Provost (Equality, Diversity and Inclusion - EDI). In his new role Prof Stephen Curry is responsible for engaging with senior leadership and colleagues across College to help facilitate appropriate and necessary cultural change, and will continue the gender equality work that was spearheaded by the Envoy for Gender Equality. As part of his role he has launched a new 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.

Due to the new strengthened process, Imperial was requested, by the EU, to resubmit the initial renewal submission and action plan for 2017 -2019, using the new strengthened process for re-submission in January 2018. Further documentation was request on receipt of the re-submission. The following Gap Analysis, Action Plan and Internal Review make up the updated re-submission using the strengthened process reporting actions up to June 2018. Please find the link to the Action Plan for 2015-2017 on [Imperial's HR Excellence in Research webpage](#). Detailed below are some of Imperial's highlights and actions under the 4 thematic areas.

Ethical and Professional Aspect - Imperial is one of the few universities to hold an institutional Silver Athena SWAN Award, and was the first university to achieve Silver on the new post-May 2015 expanded criteria. Of the 21 departments at Imperial, 16 have received an award (1 gold, 7 silver and 8 bronze). 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 2018. To support equality and ethical practice with regards to ECRs, Imperial has an established fund to help cover caring costs when staff attend conferences, this fund will be promoted to ECRs and the uptake by ECRs monitored to understand how many ECRs take up this fund over the course of the next three years and if it is the most suitable means of support. During late 2017, staff (including ECRs) were surveyed to collect views on gender-specific development - provision will be planned and expanded accordingly for 2018 and beyond.

Recruitment - With regards to equality objectives within recruitment, established and continuing actions have included: annual internal review of the equality action plan and the Equalities Objectives 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 review has become embedded in College culture. Related to this The Equality & Diversity Unit (E&DU) is now known as the Equality, Diversity and Inclusion Centre (EDIC) and a draft EDI strategy for the College is out for consultation and is being prepared to be published in 2018-2019.

Actions going forward with regards best practice with recruitment includes fully embedding unconscious bias training into development plans for all staff involved with the recruitment of researchers - Unconscious Bias is also covered in the College's recruitment and selection on-line module and is explicit in our Decision Making module. To widen the pool of applicants for academic posts the College have created the Know Your Pool policy which is being expanded as part of the new EDI Strategy. This means that search committees are expected to generate a pool of applicants which reflects the pool of potential applicants and captures the widest pool of available talent. This is to address unconscious bias and that women and minorities are encouraged to apply.

Working Conditions and Social Security - A Postdoc Champion and at least one Postdoc Rep in each department are established to provide a connection between PFDC, ECRs and academic staff at the departmental level and College. An important and mutually beneficial working relationship has been established between the Provost and Reps Network. A Postdoc Champion in each department was piloted in the Faculty of Engineering, it is now rolled out across all Departments through the work of the Head of the PFDC and the Heads of Department. The College has shown that it values this initiative by updating the promotions criteria to recognise the role of the postdoc champion within the departments.

The Reps Network has gone from strength to strength, currently standing at 75 representatives. Postdoc and fellows committees have also been established in some departments. Evidence of the strengthened community and positive change can be seen across the College from regular social and networking events to fundamental change in the support departments provide ECRs – i.e. funding, mentoring, inclusion and consultation. This resulted in the introduction in July 2015 of the first Reps Award in recognition for all the hard work and dedication shown by the reps in changing the culture within their departments.

Training and Career Development - Due in part to the success of the Reps Network, the PFDC significantly increased the Department specific training that it offers, often enabling postdocs to attend training who would not usually interact with the PFDC.

Mock Interviews are an essential form of training for ECRs as interviews are the barrier between their current position and the next step towards their future goals. The PFDC has carried out within the past 3 academic years: 2014-15: 90; 2015-16: 103 and 2016-17: 94 mock interviews.

Introduced at the beginning of the 2016/17 academic year, the Fellows Programme was an accumulation of the recommendation of the 2014/15 scoping project entitled 'Assessing and addressing the professional development needs of early career fellows at Imperial College London' which resulted in a wide range of new resources and training opportunities. It also shows a commitment from the College into the next generation of academics.

An increased focus for Imperial has been to fully embed Unconscious Bias and Active Bystander training for staff across the College. So far nearly 1,000 decision makers have been trained to date since the training was launched in 2013.

New strategic targets – looking forward - The review of the 2015 - 2017 actions and the introduction of new actions for 2018/9-2020/21 demonstrates that the College continues to provide a comprehensive and inclusive programme of support for researchers. Throughout this document we have identified a number of new and existing actions that ensure the provision provided by the College for researchers remains relevant, timely and in keeping with researchers needs. Going forward new strategic targets include but are not limited to:

- New Academic Strategy and identification of opportunities – consultation from all staff and students
- Explore and establish Research Integrity Learning Package for all researchers
- Improved induction for ECRs starting at Imperial – to provide better inclusion and awareness of the services and opportunities available to them at Imperial
- Continued support for ECRs, with increased support for Fellows and ECRs looking beyond academia
- To develop and utilise guidance to clarify the roles and responsibilities of leaders, managers and supervisors, including PI expectations for the ECR and PI relationship
- To increase awareness of mental health support within the community and continued training of Mental Health First Aiders
- Increased and continued engagement and support for ECRs at department level – via HoD and PFDC Champions
- Increased training opportunities for ECRs in line with the HR Strategy and Athena SWAN commitments
- Dissemination of researcher's research, achievements and impact – for the individual's success and growth and in line with Imperials expectations of their research staff

- Continued commitment to DORA – a focus on the intrinsic quality of researcher’s research with respect to their work, hiring and promoting opportunities
- Continued communication and consultation with regards researchers needs and support at all College levels - from the individual ECRs to the Provost and Vice Provost
- Continued focus on equality, diversity and inclusion via the new EDI committee chaired by the Provost

These actions are aligned with HR Strategy (Vision 2020) and Imperial’s Athena SWAN commitments:

- to ensure that Imperial fosters a community of supported and motivated staff - who feel consulted and have ownership of activities at the College.
- to ensure that staff (including ECRs) 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.

2. ACTIONS

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
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
	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 June 2018	Complete

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			Managers		
			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
	<p>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 and funding procedures.</p>	College: Vice-Provost (Research and Enterprise) & Assistant Provost (ED&I)	<p>Awareness of DORA amongst all researchers.</p> <p>Tracking of recommendations and implementation</p>		In progress
2. Ethical principles	To provide tailored support for ECRs with regards the importance of ethical practices	PFDC: PFDC Consultant, PFDC			New Action

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	<p>and principles.</p> <p>PFDC webpages to signpost to relevant resources.</p> <p>PFDC to run an ethical practices and principles Pop Up.</p> <p>PFDC Reps to look at dept. specific training for ECRs.</p>	Reps	<p>Webpage development</p> <p>Increased training provided by PFDC and specific support in departments.</p>	<p>Webpages Dec 2018</p> <p>Pop Up 2018-2019</p> <p>PFDC Reps Feb 2019</p>	
3. Professional responsibility	All new staff are made aware of Imperial Expectations in their contracts.	ODI: DoODI	<p>Imperial Expectations are detailed in researchers contracts</p> <p>Staff survey results</p>	Annual review	On-going
	Guidance is provided to managers for new staff inductions	ODI: DoODI	Staff survey results	Annual review	On-going
	<p>To enhance the PFDC Welcome Lunch for ECRs to provide additional signposting and networking opportunities.</p> <p>Additional training provided via the PFDC Pop-Up series – provide training and knowledge sharing from relevant College colleagues.</p>	College & PFDC: PFDC Consultant, PFDC Reps and PFDC Champions	<p>Welcome Lunch (termly event) to be developed further and delivered in next academic year</p> <p>Pop Up Series to be expanded based on consultation with colleagues, PFDC Reps</p>	<p>2018-2019</p> <p>Termly events</p>	New Action

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			and PFDC Champions		
	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
	Harassment, bullying and victimization & Respect for Others 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
4. Professional attitude	All staff are made aware of Imperial Expectations once starting at Imperial via: <ul style="list-style-type: none"> - Imperial Insights - staff are invited to Imperial Insights - Imperial Essentials - staff must complete Imperial Essentials - Leadership programmes - 360 vision Imperial Expectations are embedded in recruitment, PRDP and academic promotion.	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
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
	Health and Safety awareness and obligations for researchers are provided via Imperial Essentials. Imperial has a Health, Safety & Environment	College, HR & LDC: DoS, & HoLDC			On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	<p>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. This was issued May 2017 by the College Health, Safety, Training and Implementation Committee (HSTIC)</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>Researchers to be aware of their responsibility under Imperials Data Projection 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>	<p>HR & Data Protection Officer and Faculty Research Teams</p>	<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</p>	<p>May 2018</p> <p>May 2018</p> <p>Annually reviewed</p> <p>Annually reviewed</p>	<p>In progress</p>

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			guidance, mandatory training and requirements to be circulated to researchers		
	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	New Action
	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 compliance.	Data Protection Officer & PFDC	Established webpage	Dec 2018	New Action
6. Accountability	Research Integrity Outline of Research Integrity training available to researchers shared via Vice-Provost of Research. This highlights training for PGRs, ECRs, and academic staff.	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
	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
	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	End 2019 2020/2021	New Action

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			Staff survey results on researchers awareness of RI	June 2020	
	To promote current Research Integrity training and review/ develop the specific Research Integrity training for new ECRs that incorporates professional responsibility and professional attitude.	PFDC & College: Vice-Provost (Research and Enterprise) & PFDC Consultants	Review of current training Increased attendance of ECRs at Research Integrity training Feedback from training to be reviewed	March 2018 2018-2019	New Action
	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
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

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	<p>Health and Safety courses available for all staff</p> <p>Specifically for academic staff and PIs</p> <p>Safety Leadership programme</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
8. Dissemination, exploitation of results	<p>Enterprise - 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
	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
	To support ECRs recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge	College: Vice-Provost (Research and Enterprise)	Specific guidelines in place		Complete now On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
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	To advertise the engagement opportunities available via Imperial Festival and Societal Engagement Team To collate and share examples of successful and creative ECR public engagement initiatives Monitor attendance and engagement of ECRs in Societal Engagement Activities.	2018-2019 2019-2020	New Action
	Societal Engagement Champions To ensure awareness and consultation across the College in relation to Societal Engagement activities	HR: HoSE & Societal Engagement Team	Meet termly to discuss and review Societal Engagement activity	Meet termly	In progress
	Imperial delivers a range of societal engagement-related training opportunities , 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
	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

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	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
10. Non discrimination	To review progress of the new Equality Strategy The Equality Strategy published in Sept 2018 (which precedes the Equality Objectives 2014-2016 (pdf))	EDIC: HoEDIC & Assistant Provost (ED&I)	Annual Review of Equality Strategy		In progress
	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
	Staff Equality Networks 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: Imperial as One Imperial 600 Able@Imperial EDIC inform staff of the range of staff equality networks. To inform staff of their activity each network	EDIC & PFDC: HoEDIC, HoPFDC	Increase awareness of networks observed from the 2017 and 2019 staff survey results	Annually	In progress

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	has a newsletter which is shared to all staff. PFDC aim to work with EDIC to better promote the staff equality networks to ECRs				
	EDIC have established best practice guidance forming Athena SWAN committees and what representation is required/recommended) Best practice document for Athena SWAN committees with regard diversity of committee and representative from all research levels Action – to have either a postdoc representative and/or a member of the PFDC on all departmental Athena SWAN committees	EDIC & PFDC: HoEDIC & HoPFDC	Athena SWAN Committees to have representations from all researcher groups Either a PFDC or postdocs representative on all departmental Athena SWAN Committees	Annually	Complete now On-going
	The College to continue to monitor its progress via the Equality, Diversity and Inclusion Strategy Group chaired by the Provost	EDIC: HoEDIC	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	Annually	On-going
	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
	The Calibre Programme is a leadership development programme for disabled staff	EDIC: HoEDIC	Monitor researcher attendance and feedback on the	Annually	Ongoing

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			Calibre Programme		
	Race Equality Charter 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
	To provide training and resources for all staff in Equality, diversity and inclusion.	EDIC: HoEDIC	To monitor attendance and feedback of resources.	Annually	Ongoing
11. Evaluation/ appraisal systems	To provide a support in departments via consultancy 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	LDC, EDIC & PFDC: HoLDC, HoEDIC & HoPFDC	To deliver PRDP training on request. 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	Annually	On-going
	To continue the College wide PRDP review	PFDC:	New forms/guideline	2015-2016	Complete

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	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	HoPFDC, Consultant, PFDC Reps	in place		
	<p>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 ERCs and academic staff. Training and guidance to accompany the form will be discussed/developed.</p> <p>For the ECR PRDP form to be rolled out College wide with guidance for ECR and Line manages.</p> <p>Training for ECRs and Line Managers in effective use of the new ECR PRDP form to be established.</p>	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
	Reminder about unconscious bias and potential gendered language to be routinely included in all HR material relating to recruitment, probation, promotion, and appraisal	HR & EDIC: HoR&P & HoEDIC	Embedded as standard documentation	Easter 2018	Complete
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 the 1-day practical course before recruiting staff.</p>	HR: HoR&P	Track number staff who have completed the online training face to face training	Annually	On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	<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
13. Recruitment (Code)	To undertake a review of the eRecruitment System	HR: HoR&P	Completed	2017-18	Complete
	To implement a new eRecruitment System focused on the candidate experience	HR: HoR&P	System implemented	2017-18	Complete
	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
	To review the methods used to advertise new vacancies	HR: HoR&P	New guidelines generated	2017-18	Complete

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
14. Selection (Code)	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. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant, recent training Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development	HR: HoR&P	Compliance with the requirements		Complete now On-going
	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
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		On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			Code of Practice 2009		
	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
	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
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
	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
	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
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 there-after	In progress for 2018 review
	To develop departmental starters resources/induction pack of all new early	Dept.& PFDC: Consultants	All departments to have a departmental	Jan 2019	In progress

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	career researchers	PFDC Reps & PFDC Champions	specific new starters/induction packs available Improved reports from postdocs and fellows about induction during the 2019 staff survey		
	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
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
	To review the staff survey results, to communicate the results to all staff	College: Provost, HR Director & HoHR	Upload of reports annually on Imperial Webpage	Annually Survey goes live in February – March	Ongoing

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	<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>		<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>	June – Staff Survey Roadshows	
	Monitor the results of the staff survey in regards staff (including ECR) satisfaction with the PRDP process	LDC & PFDC: HoLDC, HoPDFC & Consultants	Survey results show improvement in the ECR satisfaction. 150 postdocs to receive PRDP training per year Tracked via attendance at bespoke sessions	Feb 2018 – actions from 2017 survey 2018/2019 next staff survey	On-going
	<p>Disability Confident Imperial is committed to providing dedicated support to its staff and students in order to ensure they maximise their potential and progress regardless of their disability.</p>	EDIC: HoEDIC	<p>Disability Confident is a government scheme</p> <p>Maintain the Accreditation and to commitment</p>	Annually	Ongoing
	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
	Staff Briefing 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	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

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	<p>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>				
	To promote the Postdoc Safety Award across the College	PFDC: Office Manager	Circulated to all postdocs	Annually	On-going
	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
	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
	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	2019-2020	In progress

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			increase		
	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
	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
	<p>Health and Wellbeing</p> <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 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</p>	HR: HR Director & DoOH	<p>Staff survey results feed into new initiatives</p> <p>Continue to increase number of Mental Health First Aiders</p>	Continually reviewed	On-going
25. Stability and permanence of	To ensure equal treatment to all ECRs regardless of whether they are employed on a	HR: HR Director	Embedded throughout all departmental		Complete now On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
employment	fixed term or similar contract.		structures and systems		
	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 Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations	HR: HoHR	College to comply with the regulations		Complete now On-going
	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
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
	To provide transparent pay progression guidelines for ECRs (all researchers) in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. 2018 Pay and Benefits Review: following consultation with staff themes and initiatives for	HR: Provost & HoHR	College to comply with regulations		On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	<p>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>	
	<p>Gender Pay Gap Published – showcases transparency</p>	<p>College and HR: Provost & HR Director</p>	<p>Gender Pay Gap published & initiatives established, published and reviewed</p>	<p>Continually reviewed Annually reported</p>	<p>Ongoing</p>
	<p>To host 'Taking the Next Step – A Guide to Promotion for Postdocs, Research Fellows, Teaching Fellows and New Lecturers' as an annual session.</p>	<p>PFDC: PFDC Consultants</p>	<p>PFDC to discuss with academic staff and PFDC Reps - session is scheduled for each academic year</p>	<p>2018-2019</p>	<p>In progress</p>
<p>27. Gender balance</p>	<p>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</p>	<p>PFDC: HoPFDC & Consultants</p>	<p>Events occur and are well attended</p> <p>New events established and evaluated</p>	<p>2019-2020</p>	<p>In progress</p>

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	Academic Women's Development Programme – 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
	PFDC to host an annual female only fellows lunch.	PFDC: HoPFDC	Held annually	Annually	On-going
	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 created and implemented 2019-2020	In progress
	To continue to deliver two Springboard Programmes per academic year	LDC & PFDC: HoLDC, HoPFDC	Two courses held annually	Annually	Complete now On-going
	The College to continue to promote the Athena SWAN award across the College. For all departments to achieve a Bronze or higher award by 2018	College: Asst Provost (ED&I)	All departments to have a bronze or higher Athena SWAN award by 2018	Dec 2018	In progress
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	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	2019-2020	In progress

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	– share best practice and expertise in dept. between PGRs, ECRs and academic staff.		Increase the number of fellowship and lectureship candidates to have a PFDC mock interview and a technical mock interview		
	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
	The PFDC to establish an extensive, tailored support programme for all fellows	PFDC: Professional Dev. (PD) Consultant	Programme in place	Oct 2020	In progress
	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
	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	PFDC: Advisor & Consultants	Deliver a min of 45 events per annum	Annually	Complete now On-going
	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	PFDC: Reps, Consultant & HR Director	Number of reps (min of 2 per department) engaged in encouraging researchers to acquire		On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	advisor to other researchers and students		and practice those skills.		
	Provision of development opportunities to develop academic leadership through the Academic leadership programme (ALP), Senior Academic Leadership Programme (SALP and the Academic master classes.	LDC: HoLDC	Academics at varying stages of their career. Feedback of participants and evaluation of learning through follow up impact surveys and conversations with Deans of Faculties	Annual programme	On-going
	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
	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
	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
	Coaching Scheme Imperial launched the Coaching Academy in 2009 and we are now able to offer coaching	LDC: HoLDC	EMCC accreditation and increase in number of active coaches to 50	2019/20	On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	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 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
	Promote the opportunity to take part in the Excellence Fund for Frontier Research	PFDC & College: HoPFDC, 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
	Pilot the Dame Julia Higgins Engineering Postdoc Research Fund to gauge interest and uptake with the aim for it to be rolled out across all faculties	PFDC & FoE: HoPFDC & Consultant	Gauge uptake, success from receiving fund. Roll out the initiative across all faculties	2017-2018 Faculty of Engineering fund established 2018-2019 consult other Faculties on establishing fund	In progress
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	2018-2019 - pilot 2019-2020 - review	In progress

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			Pilot shadowing scheme and review effectiveness.		
	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
	Encourage staff to take part in Outside Insight - a London Inter-institution work shadowing scheme	LDC: HoLDC	Monitor uptake by researchers	Annually	On-going
	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
	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
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
	The PFDC to showcase career paths available	PFDC: Consultants &	PFDC Reps to report	Annually	On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	to researchers through careers events and a dedicated webpage	Advisor	the career events to PFDC PFDC to track events and attendance		
	Dedicated online resources in relation to the Pathways for Postdocs project	PFDC: Consultants & Advisor	Pages live and receiving hits according to Google analytics	2018-2019	In progress
	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
	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
	As detailed in 11. Evaluation/appraisal systems & 28. Career Development. 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 awareness of Line Managers and PIs with regards the importance of careers advice (not solely academic career paths).	PFDC: HoPFDC	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
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
32. Co-authorship	PFDC to increase the variety of case studies	PFDC: All	PFDC to collated new	2018-2019	New Action

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	and contributors to case studies about co-authorship experiences.		case studies and set up process to collate case studies from a variety of sources – upload to the webpages and use in specific courses		
	Colleagues within the Library, PFDC, PFDC Reps and PFDC 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
33. Teaching	<p>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 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>	PFDC & EDU: EDU Director, Consultants & Advisor	<p>Hold a Pop-up with EDU each year.</p> <p>15 ECRs accredited each year as Associate Fellow and 30 as Fellow. Information available on the website, and newsletter</p>	Annually	On-going
	EDU provide resources and training for	EDU	EDU Newsletter	Monthly	Ongoing

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	researchers at different levels: New lecturers Postdocs Research Students		informs staff of upcoming resources and training Feedback from participants & staff survey to review and build on current provisions	Annually	
	The PFDC to continue sharing knowledge with the EDU	PFDC & EDU: HoPFDC & EDU Director	Maintain relations	Annually	Complete now On-going
	Course developed between Graduate School and PFDC to support PGRs progress to the next academic career stage. “Want to do a Postdoc? What? Why? Where? How?” is a course to inform and support PGRs make this career decision. Part of this course includes current ERCs sharing their experiences with PGRs.	Graduate School: HoS&O	Monitor PGR attendance and feedback of ‘Want to do a Postdoc?’ course. Track ECR contribution to ‘Want to do a Postdoc?’ course.	Annually	On-going
	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
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	EDIC, Depts & PFDC: HoEDIC, HoDept, HoPFDC & Consultant	Continued activities and campaigns in new academic years	Annually	On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	affecting the careers of innocent parties				
	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
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
	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
	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
	To consult termly with the Postdoc Development Committee	PFDC: HoPFDC & Consultant	Minimum termly consultation held	Annually	On-going
	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
	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
	College Consuls College Consuls are Professors of the College who, having been elected by the senior academic members of their constituency,	College: HR Director	The definition, election and responsibilities of college consuls to be followed and managed		Ongoing

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	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.		by the HR Director		
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
	To develop and utilise guidance to clarify the roles and responsibilities of leaders, managers and supervisors	LDC: HoLDC	Consultation and approval by Provosts' board by end 2019. Implementation and integration into other processes 2020.	2019/20	New Action
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
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
	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

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
	To pilot a course for postdocs with the Centre for Academic English on student writing support	PFDC: Consultants PFDC Reps	Course to be piloted and added to the annual CfAE provision	Jan 2018	Complete
	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
	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
	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
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
	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
	The PFDC to publish online tip sheets on how to write a variety of CVs	PFDC: Consultants & Advisor	Tipsheets published and in use.	Annually	Complete now On-going

Theme and Charter Principle	Action title	Resp Unit: Lead	Indicator(s) / Target	Timing	Status
			Development of new Tipsheets is on-going		
	To provide training and resources for all staff for continued professional: Leadership & Management, Professional Development Project Management & Programmes for Academics	LDC: HoLDC	LDC Newsletter informs staff of upcoming resources and training Feedback from participants & staff survey to review and build on current provisions	Monthly Annually	On-going
	Development Opportunities for Academics Academic Masterclasses	LDC: HoLDC	Monitor researcher attendance and feedback on the Academic Masterclasses	Annually	On-going
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

Abbreviations

ECRs	Early Career Researchers
EDIC	Equality, Diversity and Inclusion Centre (Formally 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	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 Littleson
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 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 – Surrinder 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

The preparation of the HRS4R Gap Analysis, Action Plan and Internal Review has been led by the PFDC in consultation with colleagues from across the College. The review has provided the opportunity to assess the status of actions and their progress with all stakeholders. The HR Excellence Working Group, led by the Postdoc and Fellows Development Centre has overall responsibility for 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 Littleson, 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.

Monitoring, implementation of current actions, plus the development of new initiatives is/ has been done across HR, senior academic management and with major stakeholders. 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' which shows the meetings where 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 that the College has made against the 2015 -2017 HR Excellence in Research Action Plan has been continuous over the last three years, with input from key stakeholders 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. This annual meeting will continue going forward as detailed in the Gap Analysis.

The 'Organisational Development & Inclusion Benchmarks/Accreditations' group, has been formed to meet termly to oversee the progress of current actions and the generation of new actions. This sub group will also ensure 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 will work together to discuss and monitor progress, and thus feedback progress and actions to the research community. Specific action leads will be required to provide updates on progress of individual actions. Importantly, this sub group will ensure that the HR in Excellence in Research Action Plan (lead by the PFDC) will continue to be embedded in Imperial's Institutional HR policy and be influenced by significant involvement from researchers.

Along with the sub group who will embed and disseminate actions within current practices, individual actions have distinct working groups, or leads who will progress the actions in their specific role. A key focus going forward will be not only the completion of 'live' actions, but 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.

The research community have been involved in the monitoring and evaluation of current and new actions. Consultation with ECRs 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 has been 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.)

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.

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 parallel with the annual stakeholders meeting to capture progression on actions, the status of all actions and the ongoing development of new initiatives across the College.