# University of Edinburgh Action Plan to Implement the Concordat to Support the Career Development of Researchers - External

| Action Plan Headline: & Concordat Theme | Task/Action | Time-scale | Key contact (s) | Ref | 2022 Progress |
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| **Research Staff Population and Destination Data:** | | | | | |
| **Employment** | Improved understanding of our research staff population will underpin all our Concordat responses. A new core system is being implemented at the time of writing and will enable us to gather improved HR Data so we have increased clarity about the:<br>• Contract start and finish dates<br>• Career stage of our research staff<br>• Number of contracts held by fixed-term staff<br><br>**Deliverable:** A demographic summary of our research staff. This will provide us with a baseline against which to measure demographic impacts of the Concordat. | Year 2 | HR | E1 | **Ongoing**<br>The University is transforming our HR and finance services and giving everyone a simple, online system for the tasks. This is currently in Phase 3. A demographic summary, to display on the Research Staff Hub, of our research staff has been carried out https://edin.ac/3oEyQ3V<br><br>This demographic data has been used to support a number of research projects focussed on redeployment, long term researchers and destination data. |
| | Improved processes and engagement in redeployment support is part of our strategy to address career sustainability. We will improve support for staff using our "Talent Register".<br><br>**Deliverables:**<br>A new resource on effective use of the Talent Register written for researchers and their managers.<br>Effective dissemination by schools and centres with support through the Postdoc Champion network. | Year 1 | HR, IAD & Schools | E2 | **Complete and Ongoing**<br>A secondment project carried out research into the University's Talent Register. *'Concordat Action Plan Report: Review of the Talent Register'* was presented to HR in June 2021. Changes to the Talent Register have been made since this secondment project started, including renaming it to Redeployment Register and improving guidance for recruiters and redeployees and all staff at the University, including researchers and managers.<br><br>Two new blog posts focused on the redeployment register were written to highlight the benefit of using it.<br>Redeployment register: you've got to be in it to win it (1/2)<br>Redeployment Register: you've got to be in it to win it (2/2)<br><br>The work on this will now sit in our Research Culture Working Group, linking into the Concordat Implementation Group as appropriate. |
| **Environment & Culture** | We will formalise links with groups looking at Research Culture, providing improved data on research staff.<br><br>**Deliverable:** Cross-committee representation, including with Equality, Diversity and Inclusion (EDI) Committee. | Year 1 | REIRG EDIC | E&C1 | **Complete**<br>The Research Culture Working Group (RCWG) was set up in June 2021 with the first meeting held on 30th June 2021. Terms of Reference, Remit and RCWG Priorities were discussed. A Research Culture Action Plan will be created, which will compliment and work |

| | | | | alongside this action plan and others. There currently includes crossover of representation on both CIG and RCWG. |
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| **Professional & Career Development** | We will support the career development and visibility of our research staff by increasing support to create effective and up-to-date online profiles.<br><br>**Deliverable:** New training and guidance on online profiles and presence. | Year 1 | IAD, PURE team & Schools | P&CD1 | **Complete**<br>On the new Research Staff Hub, there is a section around PURE and profiles: https://edin.ac/3BeQWhP  and the PURE webpage with guides on how to do different steps: https://edin.ac/3mMgdsc |

| **Better Information for Researchers:** | | | | |
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| **Employment** | To ensure all research staff receive consistent, high quality information throughout their contracts we will review material provided to researchers at Inductions, P&DRs and during contract duration using the postdoc champions network established in year 1. This will identify inconsistencies and develop best practice materials and exemplars and include training for Research Staff on their rights and responsibilities and support for moving between roles (redeployment). The materials will be co-created with schools and centres through the Postdoc Champion network.<br><br>**Deliverables:**<br>A new "Research Staff Hub" to facilitate access to information for research staff, their managers and their supporters across the institution.<br>Revised and expanded "Get Connected" induction resources.<br>Materials to support P&DR conversations.<br>Clarity about Rights and Responsibilities in an updated "Code of Practice for the Management and Career Development of Research Staff'. | Year 2 | IAD, EI, Schools and Postdoc Champions | E3 | **Complete and Ongoing**<br>The Research Staff Hub was launched in June 2021, with a section focussed on Induction.  The number of page views each month include:<br><br>| Date Range | Page Views |<br>|---|---|<br>| June-July 2021 | 144 |<br>| June-Aug 2021 | 55 |<br>| Aug-Sept 2021 | 67 |<br>| Sept-Oct 2021 | 78 |<br>| Oct - Nov 2021 | 72 |<br>| Nov - Dec 2021 | 58 |<br>| Dec - Jan 2021 | 37 |<br>| Jan-Feb 2022 | 53 |<br>| Feb-Mar 2022 | 65 |<br><br>HR Talent and Development and the Institute for Academic Development (IAD) will be working collaboratively on a project in 2022, supporting all new staff at the University.<br><br>Edinburgh Innovations has been referenced in the updated Code of Practice in the 'Things to think about to make a successful transition into another career area' section. |
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| **Environment & Culture** | We will improve access to information to support wellbeing in research, initially through better signposting, then through building stronger links with the Student Wellbeing team to minimise inconsistencies between student and staff support.<br><br>**Deliverable:** Wellbeing resources section in Research Staff Hub. | From Year 1 | IAD and Director of Student Wellbeing | E&C2 | **Complete**<br>Research Staff Hub launched with new 'Health and Wellbeing' section listed on the main page.  This links to the main University webpage: https://www.ed.ac.uk/staff/health-wellbeing<br><br>'Supporting you and your Wellbeing' is a section of our research staff brochure which links to online guides from IAD and support from Counselling Services and the Chaplaincy.  The IAD have also introduced a new workshop 'Staying well in your Research' to our programme.<br><br>The Doctoral College wellbeing theme lead, is also part of the CIG |

Note that where the timescale says "Year x" this indicates expected deliverables; where it says "from Year x" this indicates foundation work to prepare for future deliverables

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| We will improve communication, engagement and coordination with research staff through the development of a central single point of contact and information.<br><br>**Deliverable:** Research Staff Hub | Year 1 | IAD, ERO, EI and other relevant services | E&C3 | **Complete**<br>Research Staff Hub Launched June 2021. The site signposts to other professional services support for Research Staff. This coordinated approach allows a central point of contact for support, linking to local sites, and the first point of contact for all research staff. Since its launch in June 2021, the site has had 11,560 page views (as of 19th April 2022). The different section views in this time period include: |

| 1 June 2021 – 19 April 2022 | |
|---|---|
| **Date Range** | **Page Views** |
| Doing Research | 1,295 |
| Funding for Research & Impact | 1,263 |
| Community & Networking | 985 |
| School, College & Discipline Resources. | 959 |
| Resources for Managers of Researchers | 766 |
| Induction | 684 |
| Career Development | 951 |
| About the Research Staff Hub | 625 |
| International Researchers | 625 |
| Rights & Responsibilities | 400 |
| Get Involved in Teaching | 148 |

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| We will ensure strong local support for staff through the appointment of Postdoc Champions (both academic and professional services) in all Schools. This will also improve dissemination of information, support for local events, and connect work to improve research culture.<br><br>**Deliverable:** Named Postdoc Champion in every school or centre. | Year 1 | Schools/ Centres | E&C4 | **Ongoing**<br>Postdoc/Research Staff Champions are being introduced into a number of Schools/Colleges structures. A Postdoc Champion Role descriptor has been developed (March 2021) and discussed with all Schools/Colleges at meetings in June 2021. This is ongoing action, as Schools discuss systems and processes at local levels, adapting descriptor to suit local arrangements. Role descriptor has been added to Research Staff Hub along with CMVM Research Champion descriptor: https://edin.ac/3i2gIxH |
| We recognise the diversity of our research staff population and will engage with groups with specific individual circumstances, ensuring they are represented and supported. These groups include<br>• International researchers<br>• Part-time researchers<br>• Mid-career researchers<br>• Career Research Specialists (statisticians, programmers, trials)<br><br>**Deliverable:** Representation from all research staff groups on Concordat Implementation Group. | Year 2 | Concordat Implementation Group (CIG) and Research Staff Society Networks | E&C5 | **Ongoing**<br>We currently have representation from a number of Research Staff Societies, a part-time researcher, a researcher part of the Long Term Researcher Network, International Researchers, Roslin Career Development Committee and Postdoc Champions. |

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| **Professional & Career Development** | We will develop resources to help research staff to be proactive and take control of own careers, including support with mentoring, commercialisation and to follow diverse career paths. This work will be done in partnership with Research Staff Societies so that diverse career paths and interests are included. Where possible, this work will be done collaboratively with other institutions and made widely available.<br><br>**Deliverables:**<br>Strengthened and updated Careers resources.<br>Extension of Careers Consultant provision.<br>Clearer links to Edinburgh Innovations support for research staff. | Year 1 | IAD & Research Staff Society Networks | P&CD2 | **Complete and Ongoing**<br>A 6 month secondment project (February 2021 – July 2021) reviewed the career development resources at the University, in discussion with postdoc champions, the Careers Service, postdoc society organisers, the Alumni Network Group, as well as to people working in similar roles at other Russell Group universities, and compared our offerings to those in comparable institutions. As a result, it was concluded that it would be useful to have:<br>• a greater emphasis on career resources for those moving, or considering moving, to careers beyond academia<br>• career development workshops transformed into continuously available online tools<br>• greater awareness on the part of researchers regarding IAD career resources<br><br>The secondee developed a series of Career Conversations, a series of micro workshops: https://www.ed.ac.uk/researchers/career-development/resources<br><br>The Research Staff Careers Consultant resource has been extended until October 2023. The role has allowed the development of a number of resources (Career Conversations with your PI, Research Careers within and beyond academia) and blogs and infographics.<br><br>The Code of Practice has also been updated, to reflect the updated 2019 Concordat, and this includes reference to Edinburgh Innovations support for research staff. |
| **Research Staff Societies / Network – University Level:** | | | | |
| **Employment** | Through our Concordat Implementation Group, we will build closer connections between Research Staff Societies and HR to provide insights into research staff experiences.<br><br>**Deliverable:** Research staff society and HR representation on Concordat Implementation Group. | Year 1 | CIG & Research Staff Society Networks | E4 | **Complete**<br>Research Staff Society organisers and HR (both central HR and Talent and Development) sit on the CIG.<br>There is also a new researcher rep role on REIRG.<br>The CMVM Research Staff Committee (RSC) formed 2021 and brings together College and University academic and professional staff involved with the support and training of early career research (ECR) staff with representatives of the ECR community, to discuss and develop issues relating to researcher experience and support.<br>The role of the committee is to develop and co-ordinate support for ECRs and to disseminate information relating to ECR experience for the College. |
| **Environment & Culture** | Once post-COVID campus life becomes more settled, we will identify dedicated space for societies and research staff to use for training, social events and network meetings. | Year 3 | CIG and Schools | E&C6 | **Future Action** |

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| | **Deliverable:** Spaces for priority or exclusive use by and to support Research Staff. | | | | |
| **Professional & Career Development** | We will work with existing and emerging research staff networks to develop and enhance their remits, thus providing new leadership opportunities to researchers. These will include representation on internal (School/College/University) committees where they will to provide views and feedback on the research environment and working with them as co-creators of training and other events.<br><br>**Deliverable:** Research staff representation on key University committees and groups, including Research Policy Group. | From Year 1 | IAD, EI, Research Staff Society Networks & Deans of Research | P&CD3 | **Ongoing**<br>Representation on:<br><br>• Concordat Implementation Group<br>• Research Culture Working Group<br>• Research Ethics and Integrity Group<br>• CMVM Research Staff Committee<br>• EI Engage programme production team |
| **Recognition**: | | | | | |
| **Employment** | Our new Research Staff Hub will provide a central point from which to identify and cascade best practice and eliminate inconsistencies in employment practices.<br><br>**Deliverables:**<br>A new "Research Staff Hub" to facilitate access to information for research staff, their managers and their supporters across the institution.<br>Revised and expanded "Get Connected" induction resources.<br>Materials to support P&DR conversations.<br>Clarity about Rights and Responsibilities in an updated "Code of Practice for the Management and Career Development of Research Staff'. | Year 1 (virtual) | HR & IAD | E5 | **Complete and Ongoing**<br>• RSH launched 2021, sections on Induction, support for Managers and Doing Research (please refer to E&C3 above)<br>• IAD and HR Talent and Development working together to develop support for new staff during 2022<br>• Code of Practice updated September 2021, and is being updated on an ongoing basis to ensure new process and systems are reflected in the document.<br>• Career themed blog (Career Conversations with your PI, 16th August), focusses on Annual Review https://edin.ac/3u2kbBF<br>• New guides 'Career Conversations' one focussed on Research Staff the other PIs: https://edin.ac/38phsrx |
| **Environment & Culture** | Our new Research Staff Hub will highlight Research Culture initiatives and improve connectivity with the research staff community. It will also help to promote an Innovation Culture across the institution with clearer links to Edinburgh Innovation.<br><br>**Deliverables:**<br>Research Staff Hub will include Research Culture activities and resources.<br>Connectivity with schools and centres through the Postdoc Champion network. | From Year 1 | IAD & Schools via Postdoc Champions | E&C7 | **Ongoing**<br>Research Staff Hub links to the Research Culture webpage: https://edin.ac/3suOVsQ. The Research Culture Working Group was formed in June 2021 and its progress will be monitored alongside Concordat developments.<br><br>Links to Edinburgh Innovations EI Engage programme are also now included on the Research Staff Hub: https://edin.ac/3KtmmV7<br><br>Postdoc Champion network is an ongoing development and this is promoted via the Research Staff Hub: https://edin.ac/3i2gIxH |
| **Professional & Career Development** | We will improve information on career paths and support for researchers to help them progress onto the fellowship route, into academic roles or into other careers.<br><br>**Deliverables:** | From Year 1 | IAD | P&CD4 | **Complete and Ongoing**<br>Careers support increased since January 2020, including the Research Staff Careers Consultant role supporting these resource as part of 1:1 consultations and workshops. |

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| | Strengthened and updated Careers resources.<br>Extension of Careers Consultant provision. | | | | • **Career conversation** videos (102 views since 22 Nov 2021)<br>• **Micro workshops** – Career Values and Drivers, Capitalise on your Research Skills to find a career path, Benchmarking and Creating CVs for careers beyond academia. (92 views since 22 Nov 2021)<br>• **Research careers within academia** – a guide providing information on how to increase your chance of success in a competitive market and includes a comprehensive list of vacancy websites.<br>• **Careers beyond academia -** a short guide providing career transition information as well as listing common roles and areas that researchers have previously gone on to work within. |
| | We will produce profiles of research staff who have taken leadership roles to increase engagement and awareness of opportunities.<br><br>**Deliverable:** Online profiles of research staff in leadership roles. | From Year 1 | HR , IAD & Schools | P&CD5 | **Ongoing**<br>'Leadership Stories' is a new webpage and resource on the Research Staff Hub focussed on supporting any researcher considering taking on leadership roles and development. This page will develop, with more stories added over time.<br>https://edin.ac/34toQDH |
| **Better Information for Managers:** | | | | | |
| **Employment** | We will produce a new training and information resource for the managers of researchers to help them navigate relevant processes and policies. This will include responsibilities and expectations around recruitment practices, good mental health and wellbeing, flexible working requests, bullying, equality, diversity and inclusion.<br><br>**Deliverables:**<br>Online resources and training provision for managers of research staff.<br>Co-creation with schools and centres through the Postdoc Champion network. | From Year 1 | HR , IAD & Schools and Colleges | E6 | **Ongoing**<br>A secondee worked on getting all relevant content from an in person workshop, run previously for CMVM PIs, into an online platform. Managing your Research Teams, once finalised, will be an online course around good management practices for all PIs at UoE. |
| **Environment & Culture** | We will raise awareness of bullying and harassment policies and wider support to improve research culture through our Research Staff Hub.<br>**Deliverables:**<br>Research Staff Hub will include relevant activities and resources.<br>Clarity about Rights and Responsibilities in an updated "Code of Practice for the Management and Career Development of Research Staff'. | From Year 1 | HR, IAD & University EDI committee | E&C8 | **Ongoing**<br>The Research Staff Hub has a section 'Rights & Responsibilities' https://edin.ac/3vSgPU1 that link to resources, information and policies to help researchers understand their rights and responsibilities.<br><br>The rights and responsibilities are also clear in our Code of Practice for the Management and Career Development of Research Staff.<br><br>This is also part of the new RCWG agenda.  An event focussed on the role of the dignity and respect advisors' session ran on 27th October 2021.   The event explored the role of Dignity and Respect Advisors |

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| | | | | at the University of Edinburgh and how they support colleagues dealing with issues of bullying and harassment. |
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| **Professional and Career Development** | We will develop resources to support PIs and managers to have meaningful conversations about all the career paths open to research staff and build their awareness of the careers support provision available to research staff, including that from Edinburgh Innovations.<br><br>**Deliverable:** Career Conversations resource for PIs and managers of research staff. | Year 1 | HR , IAD & EI | P&CD6 | **Ongoing**<br>New career resources launched in August 2021 around 'Career Conversations' for both PIs and Research Staff.<br>A new resources has been created to support Principal Investigator to have career conversations with their Research Staff, including what is expected and not expected, resources and example questions for those conversation https://edin.ac/38phsrx<br><br>A new guide has been created around research careers within academia, highlighting support and resources available within the University to support this.  A guide focussing on Careers beyond academia, references consultancy and entrepreneurial start-ups support from Edinburgh Innovations<br><br>The IAD Research Staff Careers Consultant is also talking at an induction event for Research Staff Champions in CMVM, to provide them with information on what career support is available. |
| **Contracts:** | | | | |
| **Employment** | In line with our anti-casualisation campaign, we will look for mechanisms to reduce long-term employment on short fixed-term contracts.<br><br>**Deliverables:**<br>A new resource on effective use of the Talent Register written for researchers and their managers.<br>HR representation on the Concordat Implementation Group.<br>Edinburgh Innovations work on consultancy centres to be highlighted through Research Staff Hub. | From Year 1 | HR & IAD | E7 | **Ongoing**<br>Please refer back to Action Plan Ref: E2<br><br>HR representation sits on both CIG and RCWG.<br><br>Edinburgh Innovations consultancy course is linked to through their Engage programme.  A link to EI Engage is included on the Research Staff Hub on the following webpage: https://edin.ac/3KtmmV7 |
| **Environment & Culture** | Through governance and reporting, we will ensure that Concordat actions, practices and policies are embedded into University practices; connected to other frameworks and charters affecting research environment and culture, including Athena SWAN, the Research Integrity Concordat and others.<br><br>**Deliverables:**<br>Representation on the Concordat Implementation Group of staff in HR, EDI, Research Integrity, Information Services and other relevant roles.<br>Using Outcome Agreement process to embed and align Concordat activities. | From Year 1 | CIG/Strategic Planning/ Research Policy Group | E&C9 | **Complete**<br>Broad representation on our Concordat Implementation Group of staff from all relevant support services, and colleagues who are working in areas of Equality Diversity and Inclusion, Research Integrity, HR, Part-Time researchers, Unions and International staff. https://edin.ac/36AXBZ1 |

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| | We will ensure all research staff contracts include explicit reference to 10 days training and development. Our new People and Money system will make it easier for research staff to manage their training and development.<br><br>**Deliverables:**<br>Amendments to research staff contracts to include explicit reference to 10 days training and development.<br>Clearer signposting on development opportunities in People and Money interface.<br>Research Staff Hub will include training and development exemplars. | Year 2 | HR, IAD & Schools | P&CD7 | **In Progress**<br><br>HR are currently working on information being included on the associate terms and conditions of service for staff: https://edin.ac/3NFQ7ES<br><br>The university's People and Money training interface has been signposted from the Research Staff Hub, on the following page supporting the 10 days professional development: https://edin.ac/3jHU9z8 |
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| **Professional and Career Development** | | | | | |

| Additional 2021 – 2022 outcomes, not in original plan but achieved in the timeframe, including work at School and College level | | | | |
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| **Action Plan Heading** | **Concordat Theme** | **Outcome** | **Lead** | **Date** |
| Contracts | Employment | **Long Term Research Staff**<br>A secondee, based with the IAD, has been working on a research project focussed on Long Term Research Staff.  To reduce the mechanisms of long-term employment on short term contracts, we have to first understand what led to this and this research project was focussed on that. 20 interviews were been carried out (April – June 2021) and the results have been finalised and presented to various internal and external committees.  Plans for upscaling the study, by distributing a survey based on UoE case study to multiple universities.<br>The creation of a Long Term Research Staff Network, with 60 researcher members, now meets once a month, with themed meetings every two months. https://edin.ac/3y6Kuqv.  The IAD Secondee has written the research findings.  OSF Preprints: https://osf.io/sa2yz | IAD and HR | June 2021 – present |
| Better Information for Researchers | Professional & Career Development | **10 days Professional Development**<br>A new webpage on the RSH launched 0n 21st October 2021 which supports researchers to engage in their career development.  As per the Concordat's reference to researchers having opportunities, structured support, encouragement and time to engage in a minimum of 10 days professional development pro rata per year, this page supports researchers in this process by explaining how they might use the 10 days (or more) to best effect. https://edin.ac/3jHU9z8.  Since its launch the webpage has had 410 views. | IAD | October 2021 – ongoing |
| Recognition | Environment & Culture | **Postdoc Appreciation week**<br>A full week dedicated to showcasing the work and achievements of research staff across the University.  Research Staff profiles were tweeted during the week from different Schools, e.g.<br>The Roslin Institute: https://twitter.com/roslininstitute/status/1448650620781531151<br>Biology at Edinburgh: https://mobile.twitter.com/SBSatEd/status/1441440909854482432 | RSS and Schools | 20th – 24th September 2021 |

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| | | CMVM also held nominations/awards for different categories, organised by their Research Staff Societies. They had 118 nominations for postdocs across CMVM for public engagement (13), citizenship (21), and student supervision and support (84). They gave out 12 awards in total. Winning postdocs were publicised on social media platform and local mailing lists | | |
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| Recognition | Environment & Culture | **Support for Early Career Researchers in the College of Medicine and Veterinary Medicine (CMVM)**<br>To recognise their contribution, optimise the CMVM research experience while in Edinburgh and prepare researchers for their next role, dedicated support has been introduced in the College. This has involved:<br><br>• New starts being sent a welcome letter introducing them to postdoc societies, training and support networks and development support.<br>• An action plan has been created to understand the research staff community and establish a communication and support framework. This includes developing a database, CMVM Research Staff Committee, developing research staff champions in the College and a developing a new CMVM webpages, complementing the RSH. | CMVM | Ongoing |
| Recognition | Professional and Career Development | **Coaching Through COVID Programme (CTC)**<br>Coaching support for academic staff, in the context of working in the Covid 19 pandemic, those in their middle career with protected characteristics would be prioritised but staff in the College were invited to apply to the programme. The programme included both 1:1 and group work. Themes included: Preparing for promotion or new roles, caring, family, changing working arrangements, pressure/overwhelm, productivity, not knowing, career concerns, relationship with manager.<br>7/8 places were taken up, participants were in the role of: 1 PI, 5 Post grads and 1 PhD student | CMVM – The Roslin Institute Career Development Committee | Jan 2021 – August 2021 |
| Contracts | Employment | **The Collective Agreement**<br>Section 6.1 of the Collective Agreement mandates the development of best practices and guidance for managing fixed term staff that should adhere to the Concordat as a minimum standard. This work planned to start January 2020 but was delayed due to the pandemic. The first meeting of the working group to establish this guidance just took place early March 2022. https://edin.ac/2L0CVi5 | UoE, HR and UCU | March 2022 |
| Better Information for Researchers | Professional & Career Development | **Scientific and Well-being Initiative**<br>The University of Edinburgh established a collaboration with ETH Zurich's staff association (VMI) to implement a joint "Scientific and Well-being Initiative".<br>Various events, workshops, and workshops are organized that motivate PhD students and scientific staff to develop the soft-skills needed to be successful as a scientist.<br><br>Over 20 online and in-person events (https://unworkshop.science) have taken place. These events range from online courses on mindfulness, idea creation, prioritization, meeting facilitation, and others and are typically attended by 5-30 students. | UoE, Informatics Postdoc Champion | Ongoing |

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| | | This initiative is still young, but has already secured regular funding (5000 CHF/term) from ETH Zurich and also received funding via EPSRC's International Partnerships Funding. | | |
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| Better Information for Researchers | Professional & Career Development | **EI Engage**<br>EI Engage is a new online learning programme that consolidates training and events offered by Edinburgh Innovations to give researchers the tools and confidence to grasp commercial opportunities and supports translation of their research.  Designed for research staff at any level who are new to external engagement.  It is a set of stand along, individual modules (seven in total) that participants can choose from to suit their own needs, they contain resources and tools useful for researchers as their career progresses | Edinburgh Innovations | September 2021 |
| Recognition | Professional & Career Development | **Leadership Coaching Pilot & resources for researcher representatives**<br>A suite of resources to support researchers to make the most of their roles, focusing on building confidence in leadership have been created to support researcher representatives.  Four standalone resources have been developed including:<br>1. Making the Most of your Position<br>2. Negotiation & Stakeholders<br>3. Communication<br>4. Influencing<br><br>To support the launch of these resources we offered coaching to 5 postdocs and 3 PGRs. One group coaching session was delivered and two individual 1:1 sessions were run for each participant. https://edin.ac/35cObly. Feedback from the coaching was positive:<br><br>*'I feel more confident in my ability to perform in a leadership role'*<br>*'Great session, really got me thinking about leadership styles and different approaches you can take. Really enjoyed the interaction with other "leaders".'* | IAD, RSS and PGR Societies | Coaching June – October 2021<br>With resources now live for anyone to access |
| Recognition | Environment & Culture<br>Professional & Career Development | **Chancellors Fellows Support**<br>In October 2020 the University of Edinburgh launched internal recruitment of new Chancellor's Fellows (CF), through partial funding by SFC. The SFC funds were to assist the work and careers of post-doctoral researchers and to ensure that equality, diversity, and inclusion principles were foregrounded. In response to this, the CF recruitment organising team set the aim that at least 50% of those appointed would be women and 20% would be from Black and minority ethnic backgrounds as well as actively promoting the opportunity as a route to addressing precarity. Ultimately a cohort of 40 tenure-track fellows were appointed across each of the three colleges, 80% women and 19% BAME.<br><br>A programme of training has been created for the CF's including<br>• Research Leader Programme: 2 cohorts ran from May – October with 7 workshops in each cohort.  31 Chancellors Fellows attended.<br>• Media Training Overview Session: 2 sessions ran in October 2021, with 21 attendees | HR and Schools<br><br><br><br><br><br><br><br><br>IAD | October 2020 |

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| | | • How media training can make you a better communicator: Practical sessions with Corporate Communications Manager, former broadcast journalist.  3 separate sessions ran with 11 attendees | | |
| Recognition | Professional & Career Development | **Pilot \| ECR opportunity to observe PhD studentship interviews**<br>In recognition of the important work early career researchers undertake in the day-to-day supervision of postgraduate research students, The Roslin Institute did a pilot to provide ECRs with an opportunity to gain an insight into the student recruitment process.  Offering ECRs across the Easter Bush campus (at Roslin) the opportunity to apply to observe a short block of PhD student interviews taking place online over 21$^{st}$-24$^{th}$ February, and to subsequently offer their reflections to the panel.<br>2 ECRs successfully applied and observed a ½ day session each. | CMVM – The Roslin Institute Career Development Committee | February 2022 |
| Recognition | Professional & Career Development | **EDI Leadership Programmes**<br>Over 2020/21 the University of Edinburgh worked with an external company, 64 Million Artists, to provide support to researchers particularly affected by the pandemic. This included developing:<br>• An online programme of 8 modules including exercises, video and written content, downloadable pdfs and an interactive online format.  A programme called 'Refocus Research' was created in which the modules were used alongside coaching and webinars.  In summary:<br>   • 42 participants attended;<br>   • 7 coaching groups of 6 individuals each receiving a 121 session and 3 group coaching sessions;<br>   • 5 webinars.<br>The modules are now available on our webpages as a self-learning course: Developing your leadership as a research,  https://edin.ac/3Cdap3i<br>• **Senior Leadership Programme for Women of Colour –** a programme designed for women of colour, who are at grade 8 or 9 and aiming to move forward in their academic leadership. 20 participants attended, each receiving 6 121 coaching sessions and 5 workshops; 4 action learning groups each receiving 3 sessions; external speakers from a range of organisations. https://vimeo.com/605021978/0b341458c6 | ERO, HR and external training providers | 2020/2021 |
| Better information for Researchers | Professional & Career Development | **CMVM Careers Seminar Series**<br>The career seminar series includes speakers who have left academia and work in industry, charities, medical communications, etc.  They will give their stories on leaving academic, how they obtained their current post, challenges faced.  One 1hr session, per month will run as part of this series. | CMVM | March – June<br>Sept – Dec |
| Better information for Researchers | Professional & Career Development | **Easter Bush Career Development Committees**<br>The Easter Bush Campus (mainly the Vet School and Roslin) Career Development Committees have merged into a single committee, with different task groups dedicated to different tasks (Research, Teaching and Clinicians), with staff linked to several of those tasks which will allow for a wider representation and consideration for all staff groups. | CMVM  - Easter Bush Campus | March 2022 |

Note that where the timescale says "Year x" this indicates expected deliverables; where it says "from Year x" this indicates foundation work to prepare for future deliverables