Introduction

Ulster University, a multi-campus institution, is Northern Ireland’s largest university with 2,644 staff of whom 180 are ‘research only’ staff and 579 are ‘research and teaching’ staff. Around 355 of those engaged in research/research and teaching are categorised as ‘early career researchers’ (ECRs). We have approximately 27,000 students.

Core business activities are focused in a balanced way on teaching and learning, research and innovation, civic engagement, and technology and knowledge transfer. Ulster is No.1 for knowledge exchange on the island of Ireland. The latest Postgraduate Research Experience Survey (PRES 2021) has placed Ulster University second in the UK for postgraduate researcher satisfaction. Ulster University now ranks in the Top 10% of UK Universities for outstanding (4*) or very considerable (3*) research impact.

Our new 75,000m2 Belfast Campus opened in September 2021 and final phases of construction are now nearing completion. This £365M+ investment is designed to be an engine for creativity, driving innovation regionally, nationally, and globally. With a focus on ground-breaking research, the new campus will house bespoke research translation spaces supported by leading technology to maximise the interfaces between disciplines and facilitate collaboration with industry.

The period 2019-22 has been a time of extraordinary change for colleagues at UU, not only as a result of transitioning to a new campus and work environment, but also in having to adapt to new ways of working in response to the global pandemic. This period also saw a significant transformation in the way we work with a greater focus on the development, growth, health and wellbeing of our staff. We are now at the stage of implementing and embedding new people-centric approaches into our ways of working and this activity is reflected in our latest HREiR 2022-2024 action plan.
COVID-19 and Research at UU

COVID-19 government measures necessitated the temporary halting of most of Ulster’s campus-based research projects in March 2020. We established an institutional ‘Recovery Committee’ including a Research Recovery Working Group guided by an Expert Advisory Panel. Institutional risk assessments for return to campus activity were undertaken. By July 2020, 287 research projects were approved enabling over 500 staff and PhD researchers to resume research on campus and arrangements made to facilitate researchers working from home.

Addressing the challenges in the disruption to research activity, a new Research Recovery Fund was secured in 2020 ‘to replace lost research income, protect research jobs, and help focus more effort on the high priority research needed’. The Research Recovery funding of £2,176,000 was allocated as:

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<tr>
<th>Faculty Research Recovery Fund to provide support to address disruptions to research activities, loss of commercial income or disruptions to the career progression of ECRs</th>
<th>PhD Research Recovery Support Fund to provide stipend extensions to doctoral researchers who experienced delays or disruptions to their research</th>
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<td>Business Recovery Support Fund to engage with business stakeholders, provide economic analysis of our contribution to the recovery and support researchers and innovators</td>
<td>Research &amp; Impact Support Fund to provide support for the increased administrative support costs associated with Ulster’s growing research environment and the challenges presented by the COVID pandemic.</td>
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Key Achievements 2019-21

The last reporting period saw a renewed focus on our people and our culture at Ulster University which was reflected in our institutional strategies. In 2021, Ulster University signed the new Researcher Development Concordat and simultaneously launched a series of value statements which were co-created by over 600 colleagues from across the institution to set the tone for the culture within our university – one in which values-led behaviour emphasises collaboration, inclusion, integrity and enhancing potential above all else. Our Values directly align with key principles of the Researcher Development Concordat particularly in terms of our commitment to engender a supportive and inclusive research environment.

This new approach enabled us to go further than had been the ambition in our previous 2019 Concordat action plan by strategically developing transformational new initiatives underpinned by our Values and aimed at significantly improving the employment experience across the University.

1. Research Environment and Culture

Supportive and Inclusive Culture: Following the establishment of a new Employee Wellbeing Team dedicated to supporting the health and wellbeing of our staff, the University launched its first Employee Wellbeing Strategy 2019-2022 coupled with a fully revised sickness absence policy. The strategy and policy set out an approach to employee wellbeing which recognises a broader range of life events that require greater organisational understanding and is reflective the University’s commitment to enhancing an inclusive and supportive work environment at UU.

During the COVID-19 pandemic, significant investment was made to ensure that research staff received the right support. For example, in the early stages of the pandemic, UU took a ‘do what you can, when you can’ approach to workloads and alterations were made to the workloads of research staff with caring responsibilities and those involved in home schooling. A temporary alteration was made to the academic promotion scheme to take account of the impact of the pandemic on publishing research findings.
Equality, Diversity and Inclusion: The University implemented its EDI Strategy Action Plan (‘Equality Action Plan’) in February 2021. We moved from a primary focus on statutory compliance to an approach which resulted in the creation of three staff-led networks (BAME+, LGBT+, and Wo/Men) alongside the established Dis/ability Network. A new EDI Steering Group was established, chaired by one of our Pro Vice Chancellors and made up of colleagues representing a range of backgrounds, perspectives and experiences. The group oversees and contributes to the implementation of the EDI Strategy. The University is currently preparing an Athena Swan Silver Award application in advance of a January 2023 submission. As part of this assessment, a new CRS career progression workstream has been set up.

Research Integrity: Led by our Research Governance team, our culture of research integrity is underpinned by our Code of Practice for Professional Integrity, our subscription to the UK Research Integrity Office as well as the principles of the Concordat to Support Research Integrity with clear and accessible policies, procedures, and guidance. Throughout the period 2019-2022, we held regular and mandatory online research integrity and ethics training for all research-active staff with 96% staff completion; we set up a network of Research Integrity Co-ordinators who advise on discipline-specific activities; we implemented robust internal review processes; and we ran regular training, workshops and audits to ensure compliance.

2. Employment

Recruitment and retention of researchers: During the period 2019-2022, 100% of recruitment panel members underwent recruitment training to ensure that fair and inclusive selection methods were used throughout the recruitment process. Our redeployment process remains available to all CRS and a new academic promotions scheme was launched.

Use of fixed term and open-ended contracts: Following a period of negotiation with UCU, in May 2022, UU committed to transfer internally funded fixed-term staff with more than 4 years continuous service and at least one contract renewal onto permanent employment contracts as soon as possible. Further negotiations are underway with UCU in relation to externally funded fixed-term CRS. Whilst recognising that it will not be possible to move
all CRS to permanent contracts, we are committed to making permanent as many as possible.

**People Management:** UU strongly promotes excellence in all elements of people management and delivered the following initiatives during the reporting period:

- The [BRAVE](#) leadership culture development framework
- The [Engage: Great People Managers @ UU](#) programme
- [AURORA](#) - In support of the University’s Athena SWAN agenda and ongoing commitment to promoting and valuing leadership development and career progression for women across the University we funded 12 places on the 2021/22 Aurora Programme.

**Organisational policy and decision-making:** In 2020, UU launched a [Policy Framework](#) which sets out the requirement to adopt a collaborative approach involving engagement with a broad range of stakeholders using mechanisms such as focus groups, surveys, targeted meetings, and ‘campus conversations’ – getting out and about to capture the views of staff across the organisation on the design of new processes and policies. During the pandemic, open online workshops were used to capture the views of a wide range of staff. During recent months, Research Strategy Working Groups representing a cross-section of research staff have been contributing to the formation of the new R&I Strategy 2022-27.

**Employment during the COVID-19 pandemic:** In terms of recognising the valued contribution of researchers during the pandemic, the following actions were taken in respect to employment arrangements for research staff at UU:

- Between March 2020 and June 2020, the University extended all FTC on a ‘month by month’ basis even where the research grant had ended. This was to protect staff from having to enter a job market which was stagnant at that time.
- In the early stages of the pandemic a significant number of research projects were paused as staff could not come onto campus. These staff were put on furlough and the University decided to ‘top up’ furlough payments to 100%.
• A temporary alteration was made to the academic promotion scheme to take account of the impact of the pandemic on publishing research findings.

3. Professional and Career Development

Researcher Training and Development Programmes
Whilst the volume of face-to-face events was significantly impacted by the COVID-19 pandemic, UU continued to deliver our suite of researcher training (Soaring, Impact, Rigour, etc) online to support the continued development our research staff in the modern research environment. Targets set on the 2019 action plan were met.

Mentoring
The Research Mentoring Programme was set up in 2019 to support research staff in building their research capacity and capability. Between 2019-2021, 190 colleagues participated of which 35% were CRS and ECRs.

Sabbatical leave opportunities
In 2019, the target of 30 applicants was met. In 2020, the number of applications fell to 18 as a result of COVID-19 restrictions. During this reporting period, 47%-55% were female applicants in line with University’s gender profile.

ENHANCE Professional Development & Recognition Scheme
In 2019-22, this scheme continued to provide research staff with a nationally benchmarked process to gain HEA fellowship.
Concordat Governance and Internal Evaluation

The University recently adopted a transparent, more inclusive approach to the governance and implementation of the HR Excellence in Research Action Plan through a structure which emphasises the University’s clear commitment to its obligations as a signatory to the Researcher Development Concordat.

The Concordat and HREiR Action Plan feature as standing agenda items of the Research and Impact Committee chaired by our PVC Research and attended by the Vice Chancellor. The Director of R&I reports to this Committee on progress made by the Concordat Task and Finish Group which he chairs jointly with the Deputy Director of People and Culture. This group comprises Section and Project Leads who are directly responsible for delivering on specific actions set out in the HREiR action plan.

In addition, the Research Staff Experience Officer reports to the People and Culture Senior Management Team chaired by the Chief People Officer on a quarterly basis.

Actions are identified and prioritised through staff feedback sourced in our annual Research Staff Survey, focus groups, working groups and trade union engagement.

Looking Ahead

The ‘people agenda’ is one of three top-level priorities in the emerging new institution-wide strategy which will again be explicitly values-led. The new Research and Innovation Strategy 2022-27 will address underlying core people priorities and ambitions that will make a material difference to the researcher employment experience at UU. Our new 2022-24 Concordat Action Plan reflects this ambition by encompassing a greater depth of focus on standalone strategic work to generate focused improvements in researcher development through targeted training, networking opportunities and knowledge-sharing. In terms of advancing the delivery of HR excellence, the following key actions have been agreed and form part of our HREiR Action Plan 2022-24:
Better researcher engagement in professional development opportunities will be achieved through a new UU ‘Ten to Zen’ Research Staff Development Working Group comprising a cross-section of research staff and colleagues who have responsibility for the provision of CPD for research staff.

A new online Research Staff Hub will become a one-stop shop dedicated to publishing up-to-date information about CPD opportunities and signposting to other important resources to support and enrich the researcher employment experience.

A refresh of UU’s mentoring programme will improve access to the research mentoring scheme. A new mentoring system will facilitate data collection relating to uptake of this development opportunity and the value and quality of mentoring activity.

The implementation of the University’s first ever learning management system (LEARN) will provide ease of access to CPD for researcher staff plus an improved mechanism for monitoring and reporting on the quality of deliverables and uptake by research staff.

Better opportunities for knowledge sharing and networking will be achieved through the introduction of a quarterly Researcher Roundtable event. A Committee will be responsible for coordinating pan-University research staff networking events involving specialist speakers with a focus on key research-related topics including career progression and research leadership.

A brand new online 10-module package entitled ‘Advancing your Research Career: Strategies for Research Leadership’ will be made available to all research staff.

Better support for the career development and progression of Early Career Researchers (ECRs) will be achieved through the development and implementation of a new UU ECR Manager Toolkit based on Vitae’s model.
Bespoke mental health and wellbeing training and support will be provided for research staff.

A category for CRS will be introduced in the annual UU Distinguished Researcher Awards.

A review of the University’s CRS Promotions Scheme will enhance inclusivity and equality of opportunity.

A refresh of UU’s induction process is planned in 2022-23.

A renewed emphasis will be placed on the importance of DAR (Development and Appraisal Review) in the 2022/23 academic year. Appraiser/appraisee training will be re-established and open to all staff.