

CONCORDAT TO SUPPORT THE CAREER DEVELOPMENT OF RESEARCHERS: PROGRESS (2013-2015) AND ACTION PLAN (2015-2017)

A. Recruitment & Selection			
Concordat summary	Issues and Actions from 2013	Update April 2015	Action Plan/accountability/ time frame 2015-2017
A1 Purpose & role of researchers at UoP		A working group was created to revise criteria for readers and professors. These were introduced 09/2014.	
A2 Diversity (age, gender, disability & ethnicity now superseded by all protected characteristics)	Ensure that monitoring is in place across all protected characteristics and is being used to support Equality Analysis activity. Timescale: By 31/03/2014 Responsibility: HR and E&D	The online recruitment system now includes monitoring of all protected characteristics and this data is reviewed and analysed by E&D. The data is monitored on an at least an annual basis with University-wide reports being discussed at UEB and HR Committee and faculty-wide reports at Faculty Executives and Faculty L&T Committees.	
A3 Recruitment and Selection procedures	Review current selection practices and introduce improved selection methods and techniques. Timescale: Review recruitment techniques by 31/12/2013 Timescale: Implement new approaches by 31/12/2014 Responsibility: HR	This action has been delayed and will now form part of a major project on the modernisation of pay and reward structures. The project will include implementation of performance management framework and complete revision of the PDR process. This project is likely to run for 2-3 years. UEB have approved in principle and have provided additional resource to HR (2.00 fte). The recruitment and selection part of this project is projected to straddle two academic years (2015/16 and 2016/17).	Review recruitment and selection procedures and implement an improved system in line with best practice. Timescale: Review procedures 09/2016 Timescale: Implement new practices 09/2017 Responsibility: HR
A4 Fixed term posts	Combine statutory requirements for fixed term	The documentation for staff at risk of end of	

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<p>recorded & justified</p>	<p>workers with Vitae recommendations to ensure that discussions include not only the consequences of the imminent end of fixed term contract, but also discussion and consideration of career options. Timescale: By 31/03/2014 Responsibility: HR, Employability & Research community</p>	<p>fixed term contracts has been updated and includes more detailed and better information about how individuals can optimise their skills and knowledge to be successful in obtaining roles. Research Staff on fixed term contracts now have access to independent career coaching (see C5) and can attend Vitae workshops on career management as part of the Researcher Development Programme (see C1).</p>	
<p>A5 Composition & training of recruitment panels</p>	<p>Ensure that appropriate gender balance on panels exists and to monitor this on a regular basis. Timescale: By 30/06/2013 Responsibility: HR Set up mandatory training for all interview panel chairs. This will form part of an expanded suite of recruitment and selection training, taking into account of online recruitment, the systematic process used by the University for recruitment and selection decisions and the understanding of roles and responsibilities within process. Consideration should also be given to training for all panel members. Timescale: By 31/3/2014 Responsibility: HR with backing from VCE</p>	<p>Data on the gender balance of interview panels is collected but no process is currently in place for monitoring this data. UEB have approved the principle of core training but we have not yet had approval that all interview panel chairs must attend training. This will be picked up in the major review of how recruitment and selection is undertaken in the University (A3), starting in the 2015/16 academic year.</p>	<p>Ensure data on gender composition of interview panels goes to Faculty Executives on a bi-annual basis, so that they can review this data. Timescale: by 31/07/2015 Responsibility: Dep. Dir. HR Interviewing practices will be reviewed as part of the updating recruitment and selection project (see A3). Timescale: 09/2016 Responsibility: HR with backing from UEB</p>

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<p>A6 Feedback on recruitment outcomes</p>	<p>Reinforce requirements during recruitment & selection training and specifically for chairs of research interview panels. Timescale: By 31/12/2014 Responsibility: HR</p>	<p>Recruitment and Selection training, includes training for interviewers in giving feedback. The training has been revised and is now modular, which aims to attract a higher level of attendance. This new modular training approach will be delivered from 09/2015.</p> <p>Also see A5 – for notes on mandatory training for interview panel chairs.</p>	<p>Introduce the delivery of the new, modular Recruitment and Selection training. Timescale: 09/2015 Responsibility: HR</p>
<p>A7 Level & consistency of pay grades for researchers</p>			

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B. Recognition & Value			
Concordat summary	Issues and Actions from 2013	Update April 2015	Action Plan/accountability/ time frame 2015-2017
B1 Equal treatment regardless of contract type		The Director of Research has clarified with Deans that fixed term Research staff have the same entitlement to staff development attendance and funding as permanent staff.	
B2 Compliance with Fixed Term Employee Regulations	Ensure that PIs and Research Managers are aware of the implications of changing job descriptions mid-way through a research grant. This would form part of a comprehensive set of guidance notes for PIs/Research Managers to be posted on the web pages and also reinforced via management information briefings. Timescale: By 30/9/2013 Responsibility: HR with Dir. Research	HR has produced a series of job description templates for PIs and research leaders that they use to grade roles. Significant guidance exists on the HR web pages that give advice on how to write job descriptions and what to do in the event of changes in jobs.	
B3 Appraisal & Performance Management	Ensure that all research staff undertake an annual PDR in line with their contract of employment, as there is evidence from the 2011 CROS survey that this does not always happen. Timescale: By 31/08/2013 Responsibility: HR Business Partners and Staff Development Advisers Ensure that PIs/Research Managers also attend performance management information briefings as part of the programme described at B5 below.	Monitoring of PDRs for Research Staff via CROS 2011, 2013, 2015 and an additional internal survey for Research Staff indicates that PRDs are still not taking place for a proportion of eligible Research Staff. Comments from PIRLS, Research Staff and PIs, indicate issues with line management of Research Staff, with a lack of clarity over who should conduct the PDR of Research Staff. This prompted a recommendation by Dir of Research to UEB that PIs should line manage and be responsible for PDRs of their Research Staff. To move forward and ensure eligible	Working group to identify PI responsible for Research Staff members and work with HoD to ensure annual PDRs are conducted for all eligible research staff. Timescale: By 12/2015 Responsibility: SDCR/HR/ADRs/HoDs. Continue monitoring with the CROS survey. Timescale: After each CROS Responsibility: SDCR

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	<p>Timescale: See B5 Responsibility: See B5</p>	<p>Research Staff have a PDR a working group is being established to work with ADRs/HoD to identify the PIs responsible for each member of Research Staff and monitoring is being set up to ensure annual PDRs are conducted.</p> <p>A BDO audit in March 2015 indicated that our current scheme of paperwork that is for all categories of staff doesn't work well for researchers and this report also highlighted that chosen reviewers for researchers are not appropriate.</p> <p>The University has approved recruitment of a Project Officer to work on the review of the PDR scheme and the implementation of a performance management framework and the postholder should be in post by May 2015.</p>	<p>Implement new PDR system that is relevant for research staff. This project is as part of a wider project to modernise pay and reward structure (A3). Timescale: Review processes by 09/2016 Responsibility: HR with input from SDCR, HoDs, Research Staff.</p> <p>Timescale: Implement new PDR process 09/2017 Responsibility: HR</p>
<p>B4 Career development guidance</p>	<p>Design, develop and implement career development workshops as part of a development framework for research-active staff. Initial design work undertaken to identify gaps in provision. Timescale: Outline programme during 2013/2014 academic year Timescale: Full programme available 2014/2015 academic year Responsibility: HR, Research Knowledge Transfer Service, Research staff</p>	<p>The Vitae Research Staff Futures workshop 'Managing Your Career' and 'Advancing in Academia' are now offered as part of the Researcher Development Programme (see C1). Individual career coaching is also now offered to all research staff on an annual basis (C5). In Nov 2014 the Research Staff Forum held a skills development event centred on the Vitae Researcher Development Framework and linking to the our Researcher Development Programme</p>	

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	<p>representative.</p> <p>Perceptions of staff on career progression after 2013 Survey. Timescale: By 31/05/2013 Responsibility: HR</p>	<p>provision. Career development guidance is also available via faculty and department based mentoring (C18).</p> <p>The University staff survey was used to monitor perceptions on career progression however as this survey is for all staff it gives an inaccurate picture of perceptions for research staff. CROS data will now be used to monitor uptake and perceptions of career development guidance for research staff.</p>	<p>Monitor perceptions on access to training and development for Research Staff via CROS. Timescale: after each CROS Responsibility: SDCR</p>
<p>B5 PIs aware of responsibilities</p>	<p>Complete development and launch leadership and performance management programme for all research-active staff with people management and/or leadership responsibilities. Timescale: outline programme launched late 2012/13 academic year Timescale: full programme available 2013/14 academic year Responsibility: HR, Research Knowledge Transfer Service, Research staff representative, Dir. Research.</p> <p>Develop and disseminate responsibilities for PIs on recruitment, induction, development, PDR, career management/advice, performance management of their research staff. Timescale: By 31/12/2013 Responsibility: HR</p>	<p>With the launch of the Researcher Development Programme our PIs have access to the 2-day LFHE workshop for PIs ' Research Team Leadership' as well as access to other workshops in the programme.</p> <p>Between July and October 2014, HR ran, with LFHE assistance, a series of focus groups to discuss leadership attributes for the University. Since then HR has been working on identifying a set of leadership attributes which link in with the University's new vision, mission, value statements. Leadership attributes are due to be discussed at HOD/HOPSs awayday on 23/04/2015 and this discussion will further inform the HR work and HR work will then move into leadership development options, particularly for HODs. This needs to be reviewed by VC and then UEB.</p>	<p>Continue to develop and include workshops that support research leadership of PI's (including need to conduct PDRs for Research Staff) and integrate material from 'Every Research Counts' into the Researcher Development Programme. Timescale: Plan workshop(s) 2015-16 academic year Timescale: Workshop(s) included in the annual Researcher Development Programme for 2016-17. By 06/2016. Responsibility: SDCR</p> <p>Agree Leadership attributes Timescale: By 07/2015 Responsibility: HR, VC, UEB</p> <p>Investment proposal to enable pilot of leadership interventions (over and above those in the RDP programme)</p>

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	<p>Review the Vitae 'Every Researcher Counts' training and resources. Timescale: By 31/12/2013 Responsibility: HR, Research staff representative</p>	<p>SDCR and E&D representative attended Vitae train the trainer Every Research Counts event in early 2014.</p>	<p>Timescale: 06/16 academic year. Responsibility: HR/RIS</p>
<p>B6 PIs trained including equality & diversity issues.</p>		<p>E&D training refreshed from September 2012, including new online facility.</p> <p>Paper was presented to UEB with recommendations for E&D training and development to be a core requirement for all leaders and managers and this is now in place 30/06/2014 (HR).</p>	<p>See B5</p>
<p>B7 PIs' performance management</p>	<p>Identify appropriate PDR reviewers for research staff. Timescale: by 31/08/2013 Responsibility: HR Business Partners & SD Advisors with HoD</p>	<p>See B3</p>	<p>See B3</p>
<p>B8 Redeployment opportunities, mechanism & support between fixed term grants</p>	<p>Implement redeployment process using online recruitment system. Timescale: By 31/08/2014 Responsibility: HR</p> <p>Reinforce communication and understanding of the ring fence and redeployment process with PIs and general Faculty and Departmental management. This should also be part of the written PI responsibilities</p>	<p>This is still work in progress and delayed because of critical staff leaving the department.</p> <p>There are now much tighter process between HR and the Faculties, including the PIs and process is now business as usual.</p>	<p>Implement redeployment process using online recruitment system. Timescale: By 09/16 Responsibility: HR</p>

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	<p>reported in B5. Timescale: By 31/12/2013 Responsibility: HR</p> <p>Implement second phase of system Timescale: By 31/08/2014 Responsibility: HR</p>	See first action above.	
B9 Agreed pay grades and progression transparent			
B10 Pay progression in accordance with the Framework Agreement			
B11 HR strategy refer to career framework and progression			
B12 Promotion opportunities transparent and communicated	See B2		

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C. Support & Career development			
Concordat summary	Issues and Actions from 2013	Update April 2015	Action Plan/accountability/ time frame 2015-2017
C1 Career development for researchers	<p>Develop a holistic framework and programme of development for all research – active staff, branded specifically for these staff.</p> <p>Timescale: Outline programme launched 2012/13 academic year Timescale: Full programme available 2013/14 academic year Responsibility: HR, RKTS, Research staff rep, Dir. Research.</p>	<p>To move forward on this action a new post of Staff Development Coordinator (Research) was hired in Jan 2014 and a comprehensive researcher development programme for all members of research and academic staff, based on the Vitae framework was launched at the start of the 2014/2015 academic year.</p>	<p>Monitor uptake for RDP workshops for different groups of researchers (e.g research staff, lecturers) and report data to Concordat Implementation Group.</p> <p>Timeframe: 2x/year Responsibility: SDCR</p> <p>Update and revise programme on an annual basis.</p> <p>Timescale: By end of June each year Responsibility: SDCR</p>
C2 Broad-minded culture of valuing all career paths equally	As C1	<p>Managing your Career workshop from the Vitae Research Staff Futures series is running on an annual basis and supports Research Staff in investigating/valuing all career options. Career Coaching for research staff is available (see C5) and further supports this aim. New criteria for promotion to Reader and Professor (See A1) value evidence of Research, Teaching and Enterprise/Innovation.</p>	
C3 Development of transferable & professional skills	As C1		
C4 Development of			

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<p>necessary training/ skills/ competencies/ understanding to carry out funded project</p>			
<p>C5 Access to independent professional career management advice</p>	<p>Promote the University Employee Assistance Programme services more effectively to staff following outcome of 2011 CROS survey. Timescale: by 31/08/2013 Responsibility: Well-being & engagement steering group</p> <p>Investigate breadth of career guidance opportunities available from EPA Timescale: By 31/12/2013 Responsibility: HR</p> <p>Investigate feasibility of obtaining specific research skills career advice expertise. Timescale: By 31/08/2014 Responsibility: HR/Dir. Research</p>	<p>Following actions 1 and 2 the EAP programme, while useful for general guidance was not seen as suitable in meeting the career management needs of research staff. For 2014-15 Research & Innovation Services have resourced an independent coach with a research career background (former Vitae SE Hub Regional Coordinator) to provide independent career coaching for Research Staff. 2 days – resourced from RIS budget for 2014-2015. 4 days planned from 2015-2016 budget.</p>	<p>Monitor uptake, feedback and impact of individual career coaching. Timescale: By end of Aug each year Responsibility: Staff Development Coordinator Research</p> <p>Plan resources career coaching in the future. Timescale: 06/2016 Responsibility: Staff Development Coordinator Research/RIS/HR</p>
<p>C6 Clear systems to plan career development</p>	<p>See C18 (mentoring)</p>	<p>Our Researcher Development Programme (C1), enables and supports the planning of career development. Highlighting and planning opportunities for career development are available as part of the PDR discussion and is supported by mentoring. Goals in B3 and C18 should support integration of career planning</p>	<p>PDR review and implementation of new system to include systems/tools to plan career development. Timescale: See B3 Responsibility: See B3</p> <p>Increased support for mentoring (C18) to</p>

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		into a new PDRs process and into our mentoring provision.	include systems/tools to plan career development. Timescale: See C18 Responsibility: See C18
C7 Policies and processes for promotion and reward	<p>See action for B2. Monitor numbers of recognition awards for research staff and investigation of how these may be made available when there is limited research funding. Timescale: Monitoring system in place by 31/08/2013 Responsibility: HR</p> <p>Investigate feasibility of finding alternative funding where required. Timescale: By 31/12/2013 Responsibility: HR & Finance</p>	Monitoring system is in place but at present, only the DHR and VC have been involved. It will form part of the modernisation of pay and reward structure project but we may also require an interim position of monitoring at UEB.	<p>Process will be reviewed as part of the modernisation of pay and reward structure project (A3). Timescale: See A3 Responsibility: See A3</p> <p>Interim position of monitoring. Timescale: by 09/2015 Responsibility: Dir HR/Dep Dir HR</p>
C8 Awareness of local and national career development strategies	<p>Ensure the effective mechanism for dissemination of information to all researchers so that opportunities are not missed. Timescale: By 31/12/2013 Responsibility: Dir. Research</p>	<p>UoP now issues a quarterly 'Research and Innovation News' newsletter which is sent to all staff electronically and is available via the website and includes articles/events from the Research Staff Forum/Network and the Readers/Profs forum and RDP updates. This is further supplemented by the weekly Research & Innovation Services Bulletin, which includes events, information and updates for researchers (including RDP) and is distributed via email and the staff webpages.</p> <p>The Researcher Development Programme is sent by email to all research and academic staff each year with update emails each term. We have</p>	<p>Develop the RIS webpages into a portal for events and information for researchers Timescale: By 12/2016 Responsibility: RIS</p>

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		recently launched a Google+ Community page for our Researchers' Network and are using this to disseminate information and discuss national strategies and increase awareness.	
C9 Planned induction for researchers on appointment	Develop more effective induction arrangements for research staff (also review arrangements for all staff). This has been identified as part of the design of the development programme for new research active staff. Also see action for B3. Timescale: By 31/12/2013 Responsibility: HR & Research staff rep.	All new employees who are automatically invited to University-wide staff induction event held 3x/year and for which there is a high attendance rate. The SDCR is now included as a speaker at the induction event and highlights information on the Researcher Development Programme, the Researchers' Network and Services/support available to researchers from Research and Innovation Services. New staff have been surveyed about their experiences of induction and data fed into a review on the University wide induction toolkit.	New induction online toolkit be put on the web pages. Timescale: By 09/2015 Responsibility: HR
C10 Pls provide effective environment for training & development		See B3, B4, B7.	
C11 Skills required by researchers at each stage of their development framework should be articulated and researchers should be encouraged to acquire/practise these skills			
C12 Pls should actively encourage CPD	Implement 360 degrees feedback as added mechanism to improve research managers' leadership and coaching skills.	Science Faculty is piloting 360 for its HODs/ADs over next 3-4 months. Further work on 360 would depend on the progress made on the modernising pay and reward structures.	See B5

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	<p>Timescale: Pilot to be run 2013/14 academic year with potential full roll out in 2014/15.</p> <p>Responsibility: HR & Dir. Research with backing of VCE</p>		
C13 Researchers empowered to take personal responsibility for development		The RDP (C1) and access to career coaching (C5) help to empower researchers to take responsibility for career development. CROS 2015 92% of UoP research staff indicated they agree or strongly agree that they take ownership of their career development.	
C14 Appraisal system for all researchers	<p>Ensure that researchers and their managers comply with contractual requirement to conduct/undertake annual PDR. See B7.</p> <p>Timescale: 31/08/2013</p> <p>Responsibility: HR & HoD</p>	See B3/B5.	See B3 and B5
C15 Development to include preparation for academic practice	<p>Complete the implementation, communication and understanding of the APEX programme for all Heads of department and people managers of all staff concerned.</p> <p>Timescale: 31/08/2013</p> <p>Responsibility: DCQE & HR</p> <p>Monitor take-up of research staff and consider effectiveness of setting specific targets for this category of staff. Targets already in place for academic staff in Education Strategy.</p> <p>Timescale: 30/09/2013</p>	DCQE record staff attending APEX and academic teaching and learning events. Specific targets for research staff were not considered necessary. These events are advertised widely within the University via weekly all staff emails and on staff web pages.	

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	Responsibility: DCQE & HoD		
C16 Training offered for all researchers who undertake teaching and demonstrating			
C17 Researcher representation and input to policy and practice development		The Research staff representative and SDCR are members of the URC. SDCR attends Researchers' Network meetings and is in regular contact with Researchers' Network Champions and Faculty Research Staff Representatives. Faculty Research Staff Representatives sit on the Faculty Research committees. In addition, the University Negotiating & Consulting Committee (UNCC) comprises management and trade union representatives and UCU members are representatives of all academic and research staff. Research staff were also involved in the development of role and skills profile frameworks with HR staff.	Researchers' Network representatives to be on Concordat Implement Group. Timescale: By 09/2015 Responsibility: SDCR
C18 Mentoring arrangements in place	Introduce a University-wide mentoring scheme for all staff, including academic and research staff. This is a major initiative and a significant requirement of the 2012-2017 HR Strategy. Timescale: Establish project team to include research staff representation by 31/12/2013 Responsibility: HR Timescale: Investigate current	University -wide mentoring task and finish group was established 09/2014. SDCR is part of this group and coordinates on this issue with the research staff rep and the Researchers' Network. Task and finish group has reviewed models in other HEIs Implementation of a university-wide mentoring scheme has been significantly delayed, however, mentoring arranged for Research Staff by Faculties and Departments has increased an	Include information on effective mentoring as part of Researcher Development Programme. Timescale: 09/2015 Responsibility: SDCR Use CROS to monitor RS with mentors. Timescale: each CROS round Responsibility: SDCR Assess how centrally delivered mentor matching system to be introduced as

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	<p>models operating in other HEIs (e.g., St Andrews, Bristol) By 31/12/2014 Responsibility: Mentoring project team</p> <p>Timescale: Agree project plan for implementation of mentoring scheme by 31/12/2013 Responsibility: Mentoring project team</p>	<p>currently 52% of Research Staff have a been offered a mentor (CROS 2015, UoP question). Consultations with ADRs and Researchers has indicated that more support on how to use mentoring effectively is a priority. To develop training and increase support for effective mentoring SDCR is being sponsored to undertake the ILM Coaching and Mentoring certificate course from May/2015.</p>	<p>part of the university-wide mentoring programme can be adapted for researchers to used alongside current arrangements in faculties. Timescale: By 06/2016 Responsibility: SDCR, ADRs, Researcher's Network.</p>
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D. Researchers' responsibilities			
Concordat summary	Issues and Actions from 2013	Update April 2015	Action Plan/accountability/ time frame 2015-2017
D1 Researchers informed about their responsibilities and the culture of individual ownership of development & career progression	<p>Ensure that managers take more responsibility in discussing CPD with staff. Induction arrangements for new research staff will focus on this issue.</p> <p>Timescale: See B5 and C9 Responsibility: See B5 and C9</p>	<p>The Researcher Development Programme (C1), Career coaching (C5), induction (C9) all help to ensure researchers are informed of their responsibilities. The Research Staff Forum and Researchers' Network further support this.</p>	
D2 Researchers recognise their responsibilities to undertake research and disseminate results			
D3 Researchers aware of the need for ethical behaviour	<p>Identify effective mechanisms for maximising and monitoring engagement in this area.</p> <p>Timescale: 31/12/2013 Responsibility: Faculty Ethics Committee</p>	<p>Monitoring attendance at RDP ethics/integrity workshops is in place as of 2014/15.</p> <p>Online ethics resources and ethics review documents have been modified to ensure that all applicants are aware of the Concordat for Research Integrity and the UKRIO Code. In April 2015 a letter was sent to all research active staff from PVC R&I emphasising researcher responsibilities in this area, the Concordat for Research Integrity and UKRIO Checklist. The letter also included signposting to RDP workshops.</p>	
D4 Researchers aware of skills needed to move on from their current position to a future position	<p>Implement actions under B3, B4, C1, C6.</p>	<p>C1 and C5 are supporting this. PDR review (B3) will further support this action.</p>	<p>See B3</p>
D5 Researchers should recognise that the primary			

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<p>responsibility for managing and pursuing their career is theirs.</p>			
<p>D6 Researchers identify training needs and seek development opportunities</p>		<p>Researcher Development Programme (C1) and access to independent career coaching (C5) is available to support researchers in this area. Improving PDR process (B3) would lead to further improvements.</p>	<p>See B3</p>
<p>D7 PIs & HEI provide honest advice for researchers to manage their careers</p>		<p>Coaching available (C5) and career management in RDP (C1).</p>	
<p>D8 PIs encourage researchers to attend training & career development events & courses</p>	<p>Ensure that PIs/research managers encourage their staff to attend events and that staff and managers understand the purpose and reason for holding the events. The development framework and programme for research-active staff will be launched with this group of staff. Timescale: See B5 Responsibility: See B5</p>	<p>Our Researcher Development Programme (C1) is available for all members of staff and well attended by Research Staff and PIs. Improving PDR process (B3) and PI training (B5) would further support this PIs in encouraging researchers to attend development events.</p>	
<p>D9 Career development discussed, monitored and evaluated with PI and mentor</p>	<p>See C6</p>	<p>See C6 and C18</p>	<p>See C6 and C18</p>
<p>D10 Researchers record PDP & CPD activities</p>	<p>Investigate ways of increasing understanding and take-up of these frameworks. Timescale: Review results from 2013 CROS Survey by 31/12/2013 Responsibility: RKTS, HR and HoD</p>	<p>Attendance at RDP workshop is recorded. Adding records to iTrent (central HR system) would make these more easily available to researchers and their PIs.</p>	<p>Identify resources to record RDP attendance on iTrent Timescale: 09/2015 Responsibility: SDCR/RIS/HR</p>

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E. Diversity & equality			
Concordat summary	Issues and Actions from 2013	Update April 2015	Action Plan/accountability/ time frame 2015-2017
E1 UoP takes positive steps to promote equality & diversity	<p>Review E&D results from 2013 Staff Survey. Timescale: 30/04/2013 Responsibility: HR/Dir. Research</p> <p>Review results from 2013 CROS Timescale: by 31/12/2013 Responsibility: Dir. Research & Research staff rep.</p>	<p>E&D results from 2013 Staff Survey reviewed.</p> <p>Results from the 2013 CROS & PIRLS survey reviewed.</p>	
E2 Develops specific schemes and action plans	<p>Monitor success in meeting criteria for success at University E&D Committee. Timescale: Various between 2012-2015 as described in Equality Objectives 2012-2015. Responsibility: E&D</p>	<p>Single Equality Scheme and action plan completed and actions have been met. Equality objectives document (2012-2015) agreed and actions being implemented.</p> <p>Athena Swan Intuitional Bronze awarded April 2014. Plans underway for Departmental Bronze and Silver awards.</p>	<p>STEM Departments apply for Bronze or Silver Athena Swan awards. Timescale: 12/2015 Responsibility: E&D/A Swan Committee/HoD.</p>
E3 Recruitment from diverse backgrounds	<p>Establish effective monitoring and reporting mechanisms with new online recruitment system. Timescale: By 31/08/2014 Responsibility: HR</p>	<p>This has happened and reports are created from the online recruitment system and analysed and reported on by E&D as part of their regular reporting to UEB, Faculties and HRC.</p>	
E4 Address disincentives and indirect obstacles to retention & progression in			

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research careers			
E5 Flexible working conditions necessary for research performance	Investigate issue and consider options. Timescale: By 31/12/2014 Responsibility: HR and Heads of Department	There is a timetable working party which looks at flexible working requests in the context of timetable constraints. HR monitor the number of flexible working requests submitted.	
E6 working conditions should allow researchers to combine family, work, children and career	<p>Arising from the Athena SWAN Self-assessment team, action has been agreed to create University web pages that bring together a range of services available for staff with family responsibilities which can be accessed during evenings/holidays. Timescale: By 31/08/2013 Responsibility: E&D</p> <p>Review results of working families audit, identify gaps and prepare action plan Timescale: By 31/08/2013 Responsibility: E&D and HR</p> <p>Review results of well-being questions in Staff Survey to identify what further actions is needed. Timescale: By 31/05/2013 Responsibility: E&D and HR</p>	<p>Learning and Dev. Toolkit will information for staff with family responsibilities is available on the staff webpages.</p> <p>Results of Working Families audit reviewed but low response rate by organisations did not provide sufficient useful feedback to identify further action.</p> <p>2013 Staff Survey results reviewed and work now being undertaken to create wellbeing strategy and action plan to fill gaps in provision, informally modelled against Investors in People Health and Wellbeing Award.</p>	<p>Create wellbeing strategy Timescale: By 31/12/2015 for UEB approval Responsibility: Well-being Steering Group</p>
E7 Aim for representative balance of gender, disability, ethnicity and age in all	Further work is required to strengthen reporting capacity on workforce. Timescale: By 31/08/2014 Responsibility: HR and Information	HR and E&D are working more closely together in the production of equality reports for UEB and HR Committee. The E&D Information Coordinator and HR System Manager work together to produce reports for departmental Athena	STEM departments to apply for departmental bronze or silver Athena SWAN awards. Timescale: By 31/12/2015

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<p>staff levels</p>	<p>Services</p> <p>Continue work on action plan so that STEM departments may achieve departmental silver awards. Timescale: STEM depts. To have achieved silver by 31/12/2015 Responsibility: Athena SWAN committee</p>	<p>SWAN champions as they work towards the submission of their departmental awards (first departmental award applications to be submitted in April 2015). With the implementation of new reporting software for the HR System, which is likely to take place by July 2015, this collaboration will increase.</p> <p>UoP achieved Bronze award in September 2014. Action plan now developed and STEM departments all have AS champions who are working towards departmental awards, bronze or silver.</p>	<p>Responsibility: Athena SWAN Self- assessment team/Dept. AS Champions/HoD.</p>
<p>E8 Transparent Equal Opportunities policy at recruitment and subsequent career stages</p>	<p>See A3 and A5.</p>		
<p>E9 Diversity reflected on selection & recruitment panels</p>			
<p>E10 Measures in place for the reporting of and dealing with discrimination, bullying or harassment</p>	<p>Undertake further work to update policy further to refocus on promoting dignity and respect at work and value diversity. Timescale: By 31/12/2013 Responsibility: Bullying & Harassment Working Group</p>	<p>The working group had not been meeting on a regular basis since early 2014 but management and TUs review bullying and harassment issues in the consulting and negotiating forum that meets every month. The Policy is due for review in May 2016 and it is likely that a policy review group will be established earlier than that, in June 2015 to review and update the policy. In the HR Action Plan, the commitment to refocus the policy toward promoting dignity and respect is recorded and to be achieved by July 2016.</p>	<p>Refocus the policy toward promoting dignity and respect Timescale: By July 2016 Responsibility: HR</p>

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F. Implementation & review			
Concordat summary	Issues and Actions from 2013	Update April 2015	Action Plan/accountability/ time frame 2015-2017
F1 procedures in place for regular review of the Concordat and the extent to which UoP meets it	<p>Establish small working group (driven by URC) to review this twice yearly and report to URC.</p> <p>Timescale: by 31/08/2013 Responsibility: URKTC</p>	<p>Concordat Implement Group is in place and meets four times a year. The Chair of the GIG (currently the SDCR) is a member of URC. The CIG includes the deputy director of HR, representative of the Graduate School, Senior academics from each faculty, Research Staff Representative and Athena Swan representative.</p>	<p>Increase representation from researchers by including members of Researchers' Network on the CIG.</p> <p>Timescale: by 09/2015 Responsibility: CIG</p>
F2 Obtaining feedback from researchers	<p>Integrate review of CROS into regular work of URC and ensure actions arising from results are drawn and implemented.</p> <p>Timescale: By 31/08/2013 Responsibility: URKTC</p>	<p>Results of CROS Survey integrated into the regular work of URC and actions arising from results are being implemented.</p>	
F3 Benchmarking UoP against other HEIs/the sector	<p>Ensure that each benchmarking tool is referred to, discussed and actions agreed at appropriate University-level committee.</p> <p>Timescale: By 31/08/2013 Responsibility: HR and Dir. Research</p> <p>Discuss feasibility of conducting PIRLS and agree actions.</p> <p>Timescale: By 31/08/2013 Responsibility: URKTC</p>	<p>UoP participates in DLA Piper benchmarking returns for the whole University. HESA Staff returns are also used as benchmarking tools. The biennial CROS and PIRLS Survey also provide evidence of UoP's ability to benchmark. The HR Excellence in Research Award and Athena Swan awards also provide benchmarking and an audit of practice against other HEIs/the sector.</p> <p>PIRLS carried biennially from 2013.</p>	