

A. Recruitment & Selection		
Concordat summary	Issues and Actions from 2015	Update April 2017
A1 Purpose & role of researchers at UoP		
A2 Diversity (age, gender, disability & ethnicity now superseded by all protected characteristics)		
A3 Recruitment and Selection procedures	<p>Review recruitment and selection procedures and implement an improved system in line with best practice.</p> <p>Timescale: Review procedures 09/2016</p> <p>Timescale: Implement new practices 09/2017</p> <p>Responsibility: HR</p>	<p>A sponsor for the review has been identified and a project scope has been produced. The first meeting will take place in June 2017. Some recruitment and selection procedures have been reviewed and improved in 2016/17 academic year but the majority of the review and updating work will take place in 2017/18 academic year.</p>
A4 Fixed term posts recorded & justified		
A5 Composition & training of recruitment panels	<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.</p> <p>Timescale: by 31/07/2015</p> <p>Responsibility: Dep. Dir. HR</p> <p>Interviewing practices will be reviewed as part of the updating recruitment and selection project (see A3).</p> <p>Timescale: 09/2016</p> <p>Responsibility: HR with backing from UEB</p>	<p>This action has not been completed within the timescales, due to other urgent work pressures in the HR Systems team. However, the E&D team who provide data for the Athena SWAN activity that is taking place in faculties and within the whole institution, aim to provide statistical data on the gender composition of interview panels from June 2017 and this will continue on an annual basis.</p> <p>Modularised recruitment and selection training is</p>

		live and running as business as usual. This has been scheduled into the open programme of development events but is also run as bespoke training as requested by departments and schools.
A6 Feedback on recruitment outcomes	Introduce the delivery of the new, modular Recruitment and Selection training. Timescale: 09/2015 Responsibility: HR	Completed and first ran in October 2016 and now run as standard.
A7 Level & consistency of pay grades for researchers		

B. Recognition & Value		
Concordat summary	Issues and Actions from 2015	Update April 2017
B1 Equal treatment regardless of contract type		
B2 Compliance with Fixed Term Employee Regulations		
B3 Appraisal & Performance Management	<p>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.</p> <p>Continue monitoring with the CROS survey. Timescale: After each CROS Responsibility: SDCR</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).</p>	<p>As a result of the working group in Feb 2016 letter sent to HoD from HR with list of RS in their Dept and requesting date of last PDR+ responsible person (PI). This was followed up in March and April 2016. Responses were obtained from all HoD involved. Of 122 research staff 32 were on probation, 64 had had a PDR, 10 staff members did not have a PDR due to extended sickness or maternity leave. We were unable to get information on the PDR status of the remaining 16 and in April 2016 an email was sent to RS requesting that they get in touch first with HoD/PI and then SDCR if they haven't had a PDR and think they are eligible. This process has been repeated in March/April 2017 and returns are being monitored.</p> <p>CROS 2017 is underway and results to be reviewed in summer 2017.</p> <p>Review of PDR has been carried out as a major project of Modernising Performance and Reward. A member of research staff and the SDCR were part of the work</p>

	<p>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>stream. Recommendations and plan to introduce new online PDR process, linked to a performance and assessment framework, have been made. Research staff and PIs will be a pilot group for the online system from Oct 2017. See linked actions in 2017-21 action plan.</p>
<p>B4 Career development guidance</p>	<p>Monitor perceptions on access to training and development for Research Staff via CROS. Timescale: after each CROS Responsibility: SDCR</p>	<p>CROS 2017 is underway and results to be reviewed in summer 2017.</p>
<p>B5 PIs aware of responsibilities</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>This has not progressed in workshop form. However intervention in B3 have clarified PIs need to conduct PDR. We conducted a Researchers' Network session in June 2016 using the Every research counts case studies and titled "equality and diversity in Research", This was attended by a mix of PIs and Research staff and prompted discussion on the needs of both groups. See linked action in 2017-21 action plan.</p> <p>Leadership attributes agreed by UEB November 2015 and soft-launched at Senior Leadership Team awayday in April 2016. Attributes, combined with Portsmouth Hallmark (statement of attributes expected of all staff which is outlined in the People Strategy 2016-2020), are an integral part of the performance and assessment framework to be used in the new PDR scheme which will be piloted between October 2017 and March 2018. One</p>

	<p>Investment proposal to enable pilot of leadership interventions (over and above those in the RDP programme) Timescale: 06/16 academic year. Responsibility: HR/RIS</p>	<p>pilot group will be all Research staff.</p> <p>This hasn't gone ahead as money for leadership development beyond the HR/RIS budget hasn't been available. However, the Learning & Development team have reviewed the current open programme of development activities, with some being withdrawn and replaced by new online resources that have been purchased. This has enabled monies to be reassigned to the leadership development programmes.</p>
B6 PIs trained including equality & diversity issues.	See B5	This is now part of core training for new staff and E&D review the participation as the training comprises online programmes.
B7 PIs' performance management	See B3	The University has designed a new PDR scheme which incorporates a performance and assessment framework. This will be piloted between October 2017 and March 2018 (an online pilot scheme) and one of the pilot groups will be Research staff and therefore PIs should also be subject to this pilot.
B8 Redeployment opportunities, mechanism & support between fixed term grants	<p>Implement redeployment process using online recruitment system. Timescale: By 09/16 Responsibility: HR</p>	Completed and live from September 2016.
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		

C. Support & Career development		
Concordat summary	Issues and Actions from 2015	Update April 2017
C1 Career development for researchers	<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>	<p>Data on attendance is reviewed at each CIG meeting.</p> <p>Programme has been updated each year and update in progress for 2017-18 programme.</p>
C2 Broad-minded culture of valuing all career paths equally		
C3 Development of transferable & professional skills		
C4 Development of necessary training/ skills/ competencies/ understanding to carry out funded project		
C5 Access to independent professional career management advice	<p>Monitor uptake, feedback and impact of individual career coaching.</p> <p>Timescale: By end of Aug each year Responsibility: Staff Development Coordinator Research</p> <p>Plan resources career coaching in the future.</p> <p>Timescale: 06/2016</p>	<p>Uptake from research staff for coaching dipped in late 2015 but sessions with an independent coach in March 2017 were filled and research staff requesting coaching that that could not be accommodated were offered coaching by the SDCR, who is a trained coach. Feedback on coaching has been strong and suggests coaching is supporting career development and career decision making. Overall 24 research staff have accessed coaching.</p>

	<p>Responsibility: Staff Development Coordinator Research/RIS/HR</p>	<p>Researcher development budget is supporting access to an independent coach 1/day year with an optional follow up session, staff can also access coaching via the SDCR.</p>
<p>C6 Clear systems to plan career development</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 include systems/tools to plan career development. Timescale: See C18 Responsibility: See C18</p>	<p>New system to be piloted includes links/suggestions of career development. See linked action in 2017-21 action plan.</p> <p>See C18</p>
<p>C7 Policies and processes for promotion and reward</p>	<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>	<p>The Modernising Performance and Reward Project incorporates a work stream on the development of improved performance and reward structures , but this work stream has been delayed pending the completion of the work being carried out to implement the redesign of the PDR scheme and the publication and implementation of the career development framework. The career development framework will be launched in September 2017 and the PDR scheme will be piloted between October 2017 and March 2018 and rolled out from April 2018 onwards.</p> <p>The promotion policy and procedures for promotion to reader and professor (and the promotion between professorial bands) was agreed in 2014/15 and after each annual promotion round, further improvements have been made.</p>

C8 Awareness of local and national career development strategies	Develop the RIS webpages into a portal for events and information for researchers Timescale: By 12/2016 Responsibility: RIS	New RIS website with up-to-date event listings launched April 2016.
C9 Planned induction for researchers on appointment	New induction online toolkit be put on the web pages. Timescale: By 09/2015 Responsibility: HR	Induction work stalled for first part of 2015/16 academic year due to lack of resource. Now resource available and work being undertaken to develop online toolkit and interactive induction on web pages. This will be supported and linked to the research and innovation induction communication that will be developed by RIS. See linked action in 2017-21 action plan.
C10 PIs provide effective environment for training & development		
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 PIs should actively encourage CPD	See B5	
C13 Researchers empowered to take personal responsibility for development		
C14 Appraisal system for all researchers	See B3 and B5	
C15 Development to include preparation for academic practice		

<p>C16 Training offered for all researchers who undertake teaching and demonstrating</p>		
<p>C17 Researcher representation and input to policy and practice development</p>	<p>Researchers' Network representatives to be on Concordat Implement Group. Timescale: By 09/2015 Responsibility: SDCR</p>	<p>As of 09/2015 5 RN/RS reps on CIG</p>
<p>C18 Mentoring arrangements in place</p>	<p>Include information on effective mentoring as part of Researcher Development Programme. Timescale: 09/2015 Responsibility: SDCR</p> <p>Use CROS to monitor RS with mentors. Timescale: each CROS round Responsibility: SDCR</p> <p>Assess how centrally delivered mentor matching system to be introduced as 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>	<p>Making the most out of mentoring workshop ran 2x in 2015-16 programme.</p> <p>CROS 2015 52% of RS have been offered a mentor, 76% of those have established a relationship with a mentor.</p> <p>SUMAC university-wide mentor matching system available since Jan 2017. See linked actions in 2017-21 action plan.</p>

D. Researchers' responsibilities		
Concordat summary	Issues and Actions from 2015	Update April 2017
D1 Researchers informed about their responsibilities and the culture of individual ownership of development & career progression		The Researchers' Network and researcher development programme are continuing to be developed and are supporting and engaging researchers in building their career ownership. See linked case study and actions in 2017-21 action plan.
D2 Researchers recognise their responsibilities to undertake research and disseminate results		
D3 Researchers aware of the need for ethical behaviour		
D4 Researchers aware of skills needed to move on from their current position to a future position	See B3	
D5 Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs.		
D6 Researchers identify training needs and seek development opportunities	See B3	
D7 PIs & HEI provide honest advice for researchers to manage their careers		

D8 PIs encourage researchers to attend training & career development events & courses		
D9 Career development discussed, monitored and evaluated with PI and mentor	See C6 and C18	
D10 Researchers record PDP & CPD activities	Identify resources to record RDP attendance on iTrent Timescale: 09/2015 Responsibility: SDCR/RIS/HR	Since 09/2016 RIS are uploading attendance at RDP events onto iTrent at the end of each term. See linked action in 2017-21 action plan.

E. Diversity & equality		
Concordat summary	Issues and Actions from 2015	Update April 2017
E1 UoP takes positive steps to promote equality & diversity		
E2 Develops specific schemes and action plans	STEM Departments apply for Bronze or Silver Athena Swan awards. Timescale: 12/2015 Responsibility: E&D/A Swan Committee/HoD.	10 departments now hold Athena Swan Bronze awards and in November 2017 the university will be submitting for Athena SWAN Bronze (extended principles). See linked actions in 2017-21 action plan.
E3 Recruitment from diverse backgrounds		
E4 Address disincentives and indirect obstacles to retention & progression in research careers		
E5 Flexible working conditions necessary for research performance		
E6 working conditions should allow researchers to combine family, work, children and career	Create wellbeing strategy Timescale: By 31/12/2015 for UEB approval Responsibility: Well-being Steering Group	Wellbeing activities continue to develop and be implemented. Working conditions to allow staff (including researchers) to combine family, work, etc have

		been taken over by the Athena SWAN self-assessment team. The Wellbeing Group, which is chaired by the COO, has been put on hold, as the University is seeking to rationalise its response to wellbeing, taking into account that a separate group on staff engagement, also chaired by the COO, currently exists.
E7 Aim for representative balance of gender, disability, ethnicity and age in all staff levels	STEM departments to apply for departmental bronze or silver Athena SWAN awards. Timescale: By 31/12/2015 Responsibility: Athena SWAN Self- assessment team/Dept. AS Champions/HoD.	See E2
E8 Transparent Equal Opportunities policy at recruitment and subsequent career stages		
E9 Diversity reflected on selection & recruitment panels		
E10 Measures in place for the reporting of and dealing with discrimination, bullying or harassment	Refocus the policy toward promoting dignity and respect Timescale: By July 2016 Responsibility: HR	The policy was refocused, approved and published in May 2016. Training provided to managers (core training activity for new managers) has been developed and the E&D team are also providing bespoke training to departments which request it.

F. Implementation & review		
Concordat summary	Issues and Actions from 2015	Update April 2017
F1 procedures in place for regular review of the Concordat and the extent to which UoP meets it	Increase representation from researchers by including members of Researchers' Network on the CIG. Timescale: by 09/2015 Responsibility: CIG	As of 09/2015 5 RN/RS reps on CIG See linked action in 2017-21 action plan.
F2 Obtaining feedback from researchers		Researchers' Network lunch events have been used to gather feedback. The CROS and PIRLS 2017 surveys are currently underway. See linked action in 2017-21 action plan.
F3 Benchmarking UoP against other HEIs/the sector		