

## Concordat Action Plan 2019-2020

### A and B. Recruitment and Selection, and Recognition and Value

1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.
2. Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.

Action	Completion Target Date	Responsibility	Measure of success
Launch Research Career Promotions Framework	July 2019	RIO	Successful engagement of research staff with the new promotions framework
Form 'An agenda for change' working group to tackle issues emerging from the research career promotion framework consultation	Dec 2020	Prof Lead – Research Leadership	Barriers to promotion of contract research staff removed
Include Principal's Research Awards into university wide Above and Beyond Awards	July 2020	Engagement and Communications Partner, HR Engagement team	Integrate research awards into Above and Beyond for launch during AY19/20; achieve comparable numbers of nominations for Research awards compared with Learning and teaching awards
Run 'pulse' surveys in AY2018/19, and full employee engagement survey in 2019	Dec 2019	HRD, Deans, Directors of Professional Services	Actions identified in response to surveys implemented successfully
Scope the development of 'exit survey / interviews' with research students and staff leaving the institution	Sept 2019	HRD and RIO	Decision made on use of exit surveys to inform HR and RIO policies

### C. Support and Career Development

3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.
4. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Action	Completion Target Date	Responsibility	Measure of success
Roll out Research Leadership initiative	Dec 2020	Prof Lead – Research Leadership, RIO, HRD	Engagement of research staff with training; uptake of leadership opportunities by research staff
Run 'Grant Factories' targeted at particular funders (e.g. Carnegie, CSO)	Sept 2020	External Funding team, RIO	50% of attendees submitting grant application within six months of attending a Grant Factory course
Create communications strategy for information relevant to researchers	Dec 2019	Senior Web Officer, RIO, Directors of Research	Increased uptake of resources (i.e. online training, engagement at events) and awareness of sector initiatives
Create a PhD/ECR/Alumni network and use it to create case studies of research career pathways	Dec 2020	Researcher Developer, RIO, Alumni Office	Establish Alumni network during AY19/20; create 10 Alumni case studies by Dec 2020
Communicate the new Public Engagement strategy	June 2019	PE Officer, PE forum, RIO	Updated PE strategy is embedded into the work of Schools and RIO
Create case studies of research supervisors, ECRs and PhD students who have gained Fellowship of HEA through ENRoute	Dec 2019	DLTE, RIO	Create 3 Associate Fellow and 3 Fellow case studies and communicate across the university (in TF journal, webpages, and email communications)

Provide training on peer reviewing and provide opportunities for ECRs to become involved in internal peer review	Sept 2020	Leader Research Data Management, Prof Lead – Research Leadership	ECRs contribute to 20% of peer reviews during AY19/20
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#### D. Researchers' Responsibilities

5. Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.

Action	Completion Target Date	Responsibility	Measure of success
Provide development opportunities for researchers to understand sector influences (REF, revised Concordat) on career	Dec 2020	Researcher Developer, RIO	Increased awareness of researchers responsibilities and sector initiatives; achieve sector levels of awareness (or above) in 75% of these categories from CROS and PIRLS data
Develop framework that highlights researcher's responsibilities contained in various university policies (Research Integrity, Open access, Research Degrees framework, Open data, REF, WAM)	Sept 2019	RIO	Creation of a concise guide to researcher's responsibilities
Raise awareness of the Time for Research and Staff undertaking PhD policies – for example through induction events	Sept 2019	Researcher Developer, RIO	Increased awareness of key policies;
Create more opportunities for researchers to hear from external bodies – in particular funders relevant to ECRs	Dec 2020	EFT, Researcher Developer, RIO	Increased external funding applications from ECRs compared to baseline at Dec 2018

## E. Diversity and Equality

6. Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Action	Completion Target Date	Responsibility	Measure of success
Embed the Inclusion networks across the University (LGBTI+, Woman's, International, and Carer's networks)	Dec 2020	HRD	Continued growth of the current networks
Carry out equal pay audit in 2019	July 2019	HRD	Results from survey
Deliver actions from new 3 year Athena Swan Bronze action plan and continue to work on School applications	April 2019 (School applications)	Deans of Schools, Athena SWAN teams	Timely delivery of AS action and successful School applications
Report on Equality Outcomes	Dec 2019	HRD	Equality Outcomes submitted as part of our statutory reporting requirements
Embed consideration of Equality and Diversity issues during preparation for REF 2021 (during development of Code of Practice, Equality Impact Assessments and consultation practices)	Dec 2020	RIO	Equality and Diversity consistently and visibly considered during REF preparation
Evaluate internal research funding competition in terms of gender balance, contract type, employment status	Dec 2020	RIO	Data available to identify imbalances that can be addressed
Develop robust HR data sets to inform Diversity and Equality initiatives and to assess progress	Dec 2020	HRD	Reliable and useful information available for Athena Swan, Equal Pay analysis and Inclusion teams

## F. Implementation and Review

7. The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

<b>Action</b>	<b>Completion Target Date</b>	<b>Responsibility</b>	<b>Measures of success</b>
Run PRES, CROS, PIRLS in 2019  Run PRES in 2020	June 2019 / June 2020	Researcher Developer	Achieving above 33% CROS response rate, above 20% PIRLS response rate, above the PRES 2018 response rate of 41%
Report results from PRES, CROS and PIRLS 2019 and actions taken to relevant university committees (RDC and RIC) and to the research community	Jan 2020	Researcher Developer, Planning and Intelligence Unit	Reports published and communicated
Contribute to sector consultation on revised Concordat	Jan 2019	Researcher Developer, RIO	Institutional response submitted to consultation
Incorporate changes to Concordat at sector level into our own Action plans as appropriate	Dec 2020	Researcher Developer	Review of Action plan achieved within 3 months of publication of revised Career Concordat

### Abbreviations:

<b>AY</b>	Academic Year
<b>CROS</b>	Careers in Research Online Survey
<b>DLTE</b>	Department for Learning and Teaching Enhancement
<b>EFT</b>	External Funding team
<b>HRD</b>	Human Resources and Development
<b>PRES</b>	Postgraduate Research Experience Survey
<b>PIRLS</b>	Principal Investigators and Research Leaders Survey
<b>RDC</b>	Research Degrees Committee
<b>RIC</b>	Research Innovation Committee
<b>RIO</b>	Research and Innovation Office