

**Concordat to Support to the Career Development of Researchers**  
**INSTITUTIONAL SELF-ASSESSMENT: KEY ACHIEVEMENTS AND AREAS FOR DEVELOPMENT 2013-2015**

Action 2011	Progress/Comments (2013)	Issues raised during period 2011-2013	Next steps, stakeholders and timelines 2013-2015
<b>Abbreviations: HR (Human Resources), APS (Academic Practice Service), RSO (Research Support Office), PIs (Principal Investigators)</b>			
<b>Roles and Responsibilities</b>			
<b>1 Division of Human Resources</b>			
1.1 Training for Principal Investigators (PIs) on recruitment and selection practice	<p>Recruitment and Selection Training is run monthly and is mandatory for all staff who will be involved in recruiting, including PIs. HR maintains a list of members of staff who have undertaken recruitment and selection training.</p> <p>This training is generally advertised and is available to PIs along with all other recruiting staff. Further information is available at: <a href="http://www2.le.ac.uk/offices/staff-development/leadership/recruitment?searchterm=recruitment%20and%20selection%20training">http://www2.le.ac.uk/offices/staff-development/leadership/recruitment?searchterm=recruitment%20and%20selection%20training</a>.</p> <p>The Research Support Office has a suite of internal webpages on the 'Research Project Lifecycle' which guides prospective PIs through the process of grant applications, recruiting, managing the grant process and closing down the award.</p>	<p>The 2011 PIRLS survey reports high PI confidence levels in their recruitment and selection responsibilities. The 2011 CROS results demonstrate a corresponding increase in the percentage of candidates having a panel interview and detailed information on the requirements of the post holder.</p>	<p>To maintain high levels of participation in recruitment and selection training.  <b>HR, on-going</b></p> <p>To maintain good practice, ensuring candidates continue to receive detailed information and a panel interview.  <b>HR, on-going</b></p>
1.2 Supporting and guiding managers of staff on fixed term contracts, and/or at meetings with staff at risk of redundancy	<p>HR has processes and procedures in place to support all managers in the handling of consultation meetings for the termination of fixed term contracts. A member of the HR Advisory Team attends the majority of meetings between PIs and research staff whose contracts are ending. The need to seek HR advice and guidance is noted in the relevant policies and procedures, which are available at: <a href="http://www2.le.ac.uk/offices/hr/docs/policies/red-ord-pol.pdf/view?searchterm=redundancy%20ordinance">http://www2.le.ac.uk/offices/hr/docs/policies/red-ord-pol.pdf/view?searchterm=redundancy ordinance</a></p>	<p>The results of CROS 2011 and PIRLS 2011, and consultation through research staff networks, reveal low levels of understanding of fixed-term and open-ended contracts. However, recent events like the Research Staff Forum, and consultations with the relevant HR Business Partners in the Colleges, are beginning to increase clarity on contracts. Please see points 1.7 and 1.8</p>	<p>To review contract management in light of changes to BIS legislation.  <b>HR, on-going</b></p>

		for examples of how this is being addressed.	
1.3 Publishing an online 'Code of Practice for the Management of Research Staff' which would then form part of the recruitment guidance. All existing and new PIs will be sent this link.	<p>The management of all staff in the University is governed by a single set of University Ordinances, which includes staff engaged in research duties. PIs are alerted to available Leadership Training:</p> <ul style="list-style-type: none"> <li>• Leadership at Leicester - <a href="http://www2.le.ac.uk/offices/staff-development/leadership?searchterm=staff-development-management">http://www2.le.ac.uk/offices/staff-development/leadership?searchterm=staff-development-management</a></li> <li>• Performance Management for Academic Leaders and Principal Investigators - <a href="http://www2.le.ac.uk/offices/staff-development/courses/ma/sdcma109">http://www2.le.ac.uk/offices/staff-development/courses/ma/sdcma109</a></li> <li>• Conversations with your staff - <a href="http://www2.le.ac.uk/offices/staff-development/leadership/sdcma017">http://www2.le.ac.uk/offices/staff-development/leadership/sdcma017</a></li> </ul>	The PIRLS 2011 results demonstrate low levels of confidence in induction, conditions of employment for research staff, and performance management. Although a suite of leadership training has been offered to start addressing this issue, recent consultations with PIs suggest that they would benefit from bespoke departmental training.	HR, in collaboration APS and PIs who are demonstrably good managers, to develop a PI development programme on managing research projects, people, and finance. <b>HR, APS, 12 months</b>
1.4 Publishing an online 'Redeployment Policy with relevant Guidance for Recruiters' for use by PIs	The Redeployment Policy and Procedure documents are available on the Human Resources website. Once a member of staff with two or more years' continuous service is identified by HR as being in a redundancy or redeployment situation, HR will instruct the Recruitment Advisory team automatically to add the staff member's name to the Redeployment Register. The documents are available at: <a href="http://www2.le.ac.uk/offices/hr/policies/org-chg/redep">http://www2.le.ac.uk/offices/hr/policies/org-chg/redep</a>	HR reports an increase in the numbers of staff on the redeployment register overall due to the automatic addition of eligible staff. Some research staff report being successfully and satisfactorily redeployed in the University.	To support research staff and PI engagement with the redeployment process, and collate examples of good redeployment practice. <b>HR, APS, on going</b>
1.5 Assessing effectiveness of staff redeployment policy and practice to ensure it meets current and future needs	This is a general issue and not specific to Research Staff. The policy is currently under review.		

<p>1.6 Embedding performance and appraisal review meetings for all staff</p>	<p>HR is currently reviewing the appraisal system, and will consult with research staff and researcher development staff as part of the process.</p>	<p>While the 2011 PIRLS reveals that PIs are confident in their ability to appraise their staff, the 2011 CROS results show that half of the research staff who responded are not being appraised. Furthermore, some research staff believe that their status prevents them from full participation in the appraisal process, and that their department does not have a policy of appraising research staff.</p>	<p>To include research staff and PI perspectives in the current review of appraisal. All stakeholder groups will need to raise awareness that research staff are as entitled to appraisals as other staff groups. <b>HR, 12 months</b></p>
<p>1.7 Making presentations on fixed-term and open ended contract application and conditions at university induction events for research staff</p>	<p>A member of the HR Advisory Team gives a presentation on fixed-term and open-ended contracts at the research staff induction event, which takes place three times per year. The Director of HR and two HR Business Partners attended the recent Research Staff Forum to answer questions on contracts, which has led to better understanding of fixed-term and open-ended contracts among the research staff population.</p>	<p>The induction presentations benefit new staff, however the CROS 2011 results demonstrate low levels of understanding of contracts among existing staff.</p>	<p>To add a session on fixed term and open ended contracts to the existing suite of HR Advisory Workshops. <b>HR, 6 months</b></p>
<p>1.8 Making available interpretative documents (FAQs/factsheets) on maternity, fixed term contracts, redundancy, redeployment etc. on Research Staff website with links sent to all PIs and research staff</p>	<p>Detailed Ordinances, Policies and Procedures are in place. Members of HR are available at key University events, such as induction, thus superseding the need to create and maintain an extra set of documents. Collaboration between HR Advisory and Equalities staff and APS ensures that research staff concerns can be communicated quickly to the relevant audience, and research staff and their managers can be directed to the relevant documentation. Due to increasing researcher-led activity (please see 3.1 and 3.4 below), research staff are collaborating with HR Business Partners in the Colleges to provide training on HR policies and procedures, such as</p>	<p>Research staff and PIs value being able to ask specific questions directly to HR based on their own circumstances.</p>	<p>To encourage research staff and PIs to communicate with HR on areas of concern. <b>All, on-going</b></p> <p>To support attendance at relevant HR Advisory workshops. <b>All, on-going</b></p> <p>To maintain and develop HR Business Partner engagement in researcher-led</p>

	promotion. HR has also instituted a suite of short advisory workshops on key policies.		activities. <b>All, on-going</b>
1.9 Information sheet for PIs and researchers on entitlement of time to undertake training which is not project-related	A policy for this exists on the HR website, covering time for training for all cases where it is not a requirement of the employer. The policy is available at: <a href="http://www2.le.ac.uk/offices/hr/docs/policies/study-and-training-proc.pdf/view?searchterm=time%20off%20for%20training">http://www2.le.ac.uk/offices/hr/docs/policies/study-and-training-proc.pdf/view?searchterm=time off for training</a> . Research staff and PIs are reminded that the preamble to the 2011-2013 Concordat Action Plan affords research staff 0.5 days per month to participate in broader personal and professional development opportunities.	The internal review of the Concordat Action Plan revealed concerns that 0.5 days per month was an arbitrary figure. Research staff working alongside clinicians in particular note a disparity in the time allocated for CPD. Some research staff were unsure about how this time could be used, and expressed concerns about balancing loyalty to their current project with the need to develop their future career. PIs expressed concern that the 0.5 day allocation had not been factored into grant applications, and that commitment to project outputs might inhibit researchers' broader personal professional development.	To examine the extent to which grant application processes take account of time for non-project continuing professional development. <b>RSO, 12 months</b>  To work with research staff and PIs to deliver short CPD sessions on career development (and please see 5.2 below). <b>APS, on going</b>  Please see point 2.2 below for suggested next steps in relation to acquisition of broader professional experience.
<b>1.10 New action</b>	<p>While endeavours to engage research staff have been largely successful, there is still a challenge in reaching the 'hard to reach' and combating perceived disenfranchisement. The Director of HR, the PVC Research and Enterprise, and the Research Staff Development Officer, will host a monthly facilitated discussion for research staff, in order to:</p> <ul style="list-style-type: none"> <li>• ensure that the Concordat Action Plan 2013-2015 influences the day to day experience of research staff;</li> <li>• generate greater research staff engagement in the University;</li> <li>• provide direct lines of communication to University senior management; and</li> <li>• capture tacit organisational knowledge and intelligence.</li> </ul> <p>The facilitated discussions will have terms of reference, and issues raised will be directed to the appropriate audience. It is anticipated that they will dovetail with other agendas, such as Athena SWAN.</p>		
	<b>2 Principal Investigators</b>		

<p>2.1 Taking initiative in providing local induction for researchers at departmental level within a month of their being in post</p>	<p>All new research staff are invited to attend the University-wide induction. The College of Arts, Humanities and Law holds meetings involving PIs on major projects, Finance, HR and College Administration to increase awareness of the issues research staff face upon commencing employment.</p> <p>Points 2.1 to 2.6 are viewed as common practice in Departments in the College of Science and Engineering. However the practice varies slightly from department to department, often relying on individual PIs to promote discussion with their researchers or vice versa, outside any formal framework.</p>	<p>Departmental induction has been identified as an issue through CROS 2011, PIRLS 2011 and departmental preparation of Athena SWAN Bronze and Silver awards in the Colleges of Science and Engineering and Medicine, Biological Sciences and Psychology.</p>	<p>To review and develop departmental induction, taking into account the findings of Athena SWAN self-assessment activities.</p> <p><b>HR, Departments, Colleges, on-going</b></p>
<p>2.2 Supporting research staff requests for teaching and supervision, where possible, to enhance CVs, as well as providing more leadership development opportunities</p>	<p>Research staff across the University engage in activities to develop their teaching skills and leadership capacity. In the College of Arts, Humanities and Law, for example, PIs and Heads of Department have supported members of research staff requests for teaching and supervision experience. In some cases researchers have been part of PhD thesis committees. In the College of Science and Engineering, members of research staff have been encouraged to take part in teaching and supervision of undergraduate laboratory work and final year projects; the leadership training has been incorporated into final Engineering teaching.</p> <p>APS has instituted a programme, 'Preparing to teach in HE', to include research staff apart from postgraduate students. This programme is aimed at staff who are not covering all aspects of teaching and related activities (e.g. course design and assessment) and therefore are not eligible yet to enrol on the Postgraduate Certificate in Academic Practice in Higher Education.</p>	<p>Teaching opportunities for research staff and recognition for efforts are ad hoc and require clarification, particularly in terms of time allocation on a funded project, and payment.</p> <p>The 2011 CROS results demonstrate low levels of participation in activities to develop leadership capacity. Consultation with research staff reveals ad hoc patterns of engagement in leadership activity and low confidence levels in articulating their leadership experience.</p> <p>There is a lack of clarity more generally about the range of activities in which a member of research staff might be legitimately engaged.</p> <p>Please see point 1.9 above relating to time spent on non-</p>	<p>To have a named contact in departments whom research staff can approach for teaching experience.</p> <p><b>Departments, Colleges, 6 months</b></p> <p>To develop a transparent mechanism with respect to payment for teaching.</p> <p><b>Departments, Colleges, 12 months</b></p> <p>To provide suitable professional development for research staff who teach.</p> <p><b>APS, on-going</b></p> <p>To support research staff to articulate the range of knowledge, skills and attributes developed and acquired through their research and related activities.</p> <p><b>APS, Research Staff, on-going</b></p> <p>To collate and circulate examples of the range of activities undertaken by research staff.</p> <p><b>APS, 6 months</b></p>

		project activity.	
2.3 Ensuring right of research staff to be listed and / or quoted in the context of their contributions, as co-authors of papers, patents etc., or to publish their research results independently of their supervisor(s)	The University of Leicester Research Code of Conduct sets out expectations for the proper conduct of research, and lines of accountability. For example, in the College of Arts, Humanities and Law, efforts are being made by PIs to ensure this but there may be issues where projects span different disciplines and researchers inhabit different disciplinary cultures, especially across the sciences/humanities divide. In the College of Science and Engineering, this will be dealt by PIs, however the practice varies slightly from department to department, and between colleges.	Research staff cite the REF as placing them at a disadvantage in developing research independence.	To promote knowledge of research integrity through induction and workshops for academic staff, as well as research students and research staff. <b>APS, RSO, 6 months</b>  To try and ensure that research staff to gain recognition for their input into research endeavours, based on the UKRIO Code of Practice point 3.15, which cites significant 'intellectual and <b>practical</b> contribution' in respect of authorship. (UoL emphasis) <b>PIs and PVC Research and Enterprise, 18 months</b>
2.4 Actively participating in development opportunities offered to enhance ability to effectively manage and support research staff	Please see 2.1 and 2.2 above.	Surveys of PIs and conversations with them indicate that they place importance on supporting their research staff in finding funding, developing research independence, producing research outputs and developing collaborations, suggesting that PIs see the importance of developing their ability to manage research staff, but that they conceptualise their managerial duties in respect of academic rather than in human resource terms.	To consult with PIs on the kinds of support they require in order to fulfil their obligations as 'people' managers (please also see points 1.3 and 5.3). <b>HR, APS, 12 months</b>
2.5 Raising awareness of right of research	PIs and Heads of Department have been alerted to this condition and to encourage researchers to use it. Research staff	Please see 1.9 above	To deliver a presentation on the Concordat at departmental meetings.

staff to continuing professional development activities at the rate of 0.5 days per month	receive information on professional development courses provided by APS and Staff Development.		<b>APS, HR 12 months</b>
2.6 Ensuring that appraisal of research staff is undertaken on a regular basis	Research staff in the College of Arts Humanities and Law participate in the University appraisal process. Research and academic staff in other departments have raised concerns about the appropriateness of the current appraisal system for their purposes, leading to low uptake. The appraisal system is currently under review by HR.	The review of the appraisal system takes into account the need for a tweaking of the system to suit research and academic careers.	Please see point 1.6 above.
	<b>3 Colleges</b>		
3.1 Engaging researchers in key discussions and decision-making departmentally and at college-level on research activities and plans	<p>In the College of Arts, Humanities and Law, research staff are represented on Departmental Research Committees, the College Research Committee, and the Concordat Steering Group. The College runs a weekly lunch-time research meeting to which all researchers are invited. These cover a variety of topics from grant applications to REF and networks.</p> <p>The College of Medicine, Biological Sciences and Psychology has a Working Group to support research staff, chaired by a member of the Professoriate. The Working Group membership comprises a member of academic and research staff from each Department, the College's Assistant Registrar (Research) and members of the Academic Practice Service.</p> <p>In the College of Science and Engineering, some departments invite researchers to staff meetings which are the key decision making body in departments, and the College is exploring the possibility of engaging research staff in its Research Committee.</p>	<p>The Department of Health Sciences and the Department of Physics and Astronomy contain the greatest critical mass of research staff in the University, and are effective in demonstrating the reach of their engagement in departmental structures.</p> <p>In the wider University however, research staff are not routinely present in departmental and College decision-making structures, and more transparency is required.</p>	<p>To maintain knowledge of good practice through Athena SWAN and research staff networks.</p> <p><b>APS, Research staff, on-going</b></p> <p>For departments to institute formal and transparent mechanisms for research staff to participate fully in departmental life, including, but not limited to:</p> <ul style="list-style-type: none"> <li>• creation of communication channels for research staff to articulate areas of concern</li> <li>• solicit feedback on areas which affect research staff disproportionately</li> <li>• attendance at staff meetings</li> <li>• invitations to seminars and away days</li> <li>• inclusion on departmental websites</li> </ul> <p><b>PIs, Research Staff, Departments, Colleges, 6 months</b></p>

<p>3.2 Raising awareness of right of research staff to continuing professional development activities at the rate of 0.5 days per month</p>	<p>Please see point 2.5 above.</p>		
<p>3.3 Rolling out mentoring scheme to provide support and guidance for personal and professional development of researchers</p>	<p>In the College of Arts, Humanities and Law, within funded projects, each researcher is allocated a personal mentor in their home department. Research staff also benefit from mentoring systems operating within departments, such as peer observation of teaching.</p> <p>In the College of Science and Engineering, a formal staff mentoring scheme is being developed, in which a member of staff and a mentor enter into a voluntary but formal agreement. The College of Medicine, Biological Sciences and Psychology is exploring the feasibility of implementing a mentoring scheme, building on good practice in the College of Science and Engineering.</p>	<p>Mentoring has also been a key feature of departmental Athena SWAN submissions, and the 2011 CROS results.</p>	<p>To review and develop mentoring in departments, taking into account the findings of Athena SWAN self-assessment activities. <b>HR, Departments, Colleges, on-going</b></p> <p>To identify and share good practice in the development and management of mentoring relationships. <b>HR, Departments, Colleges, on-going</b></p>
<p>3.4 Facilitating networking and self-organisation of research staff</p>	<p>Researchers in the College of Science and Engineering have initiated a researcher discussion group, and have self-organised to host professional development opportunities such as grant-writing and applying for promotion (please see 1.8 above). Researchers in the College of Arts, Humanities and Law meet monthly to discuss issues of mutual interest and concern, the results of which are fed back to the Concordat Steering Group. Researchers in this College have also led the way in developing cross-University networks such as the Migration Network which has over 70 members. Research staff in the Colleges of Medicine, Biological Sciences and Psychology, and Science and Engineering, are currently organising Research Staff events at which research staff can present posters of their work and network with other researchers in their respective Colleges.</p> <p>APS maintains a list of research staff representatives who are</p>	<p>The CROS 2011 results and subsequent focus groups reveal that research staff are a community that 'doesn't know it exists', making communication across the University and the surfacing of common problems difficult. The Research Staff Forum afforded an opportunity for research staff to meet and engage with University leadership.</p> <p>Given the lack of critical mass in the College of Social Sciences, it</p>	<p>To encourage research staff inclusion on the University of Leicester Integrated Research Information System (IRIS). <b>All, 12 months</b></p> <p>To identify and monitor mechanisms to solicit feedback from the research staff population, and to disseminate information back (please also see 3.1 above). <b>Research Staff, 6 months</b></p> <p>To circulate an up-to-date list of departmental research staff to named contacts. <b>APS, on-going</b></p>



	sent a monthly update on new entrants to their department. This is a crucial step in supporting research staff to identify their colleagues and communicate with them.	has been suggested that research staff in this College join forces with research staff in the College of Arts, Humanities and Law.	
3.5 Encouraging departments to make submissions for Athena SWAN awards	The University of Leicester holds a Bronze Athena SWAN Award, initially granted in 2008, and renewed in 2011. The following academic departments hold a Bronze award: Cancer Studies and Molecular Medicine, Infection, Immunity and Inflammation, Physics and Astronomy, and Psychology. The following academic departments are preparing submissions for Bronze awards: Cardiovascular Sciences, Cell Physiology and Pharmacology, Chemistry, and Computer Science. The Department of Health Sciences is preparing a submission for a Silver award.	The Equality Challenge Unit is developing a gender equality charter mark that will extend the Athena SWAN Charter to the arts, humanities and social sciences. The University of Leicester was one of five participating institutions in the pilot scheme.	To support departments and schools to prepare Bronze and Silver submissions. <b>Departments, Colleges, on-going</b>  To participate in the gender equality charter mark scheme when it is fully operational. <b>Departments, Colleges</b>  To maintain cross-reporting between Athena SWAN and Concordat initiatives and double-badge where appropriate. <b>APS, HR, on-going</b>
<b>4 Pro-Vice-Chancellor (Research and Enterprise)</b>			
4.1 Developing career progression strategies for early stage to experienced research staff	A Working Party has been convened to examine parity of promotion criteria across the teaching-only, research and teaching, and research-only routes.  Documentation on the promotion process is available at: <a href="https://www2.le.ac.uk/offices/hr/pay/ann-review">https://www2.le.ac.uk/offices/hr/pay/ann-review</a>	There are barriers to the development of research careers. The dominant model of research funding links individuals to funding streams. Staffing strategies will need to be developed independently of funding streams to permit research careers to develop in their own right.	To support research staff engagement in 'academic citizenship' activities to develop their careers, including: <ul style="list-style-type: none"> <li>• teaching</li> <li>• research supervision</li> <li>• committee membership</li> <li>• supervision of doctoral students</li> <li>• outreach and public engagement</li> </ul> <b>PVC Research and Enterprise, HR, 18 months</b>
4.2 Lobbying research grant providers for clarity on maternity leave and pay, and no-	The University has sought clarity from RCUK and its terms and conditions are now published on the University of Leicester Athena SWAN website, highlighting the points on extensions to research grants in the case of maternity leave, and RCUK policy	The issue of maternity leave for staff employed on research grants has been raised on a number of occasions, with PIs	To integrate sources of information and publicise them on the HR website. And to circulate the link to all research staff and PIs.

cost extensions to avoid potential discrimination against women, particularly in sciences and medicine	on maternity pay for staff employed on research grants. The document is published at: <a href="http://www2.le.ac.uk/institution/athena-swan/maternity-leave-and-grants/t-cs-of-research-council-grants">http://www2.le.ac.uk/institution/athena-swan/maternity-leave-and-grants/t-cs-of-research-council-grants</a>	expressing concerns relating to both the financial issues (how to pay for maternity leave) and the disruption to the research programme (no money for maternity cover; extension to the end date of grants). This has obviously been a matter of concern since this may be fuelling conscious or unconscious bias.	<b>HR, RSO, APS, 6 months</b>  To lobby research grant providers where terms and conditions do not address parental leave. <b>PVC Research and Enterprise, 6 months</b>
4.3 Creating a Concordat Steering Group with membership from HR, each of the four colleges and Academic Practice Unit to embed the principles of the Concordat into University strategy.	The Concordat Steering Group was formed in December 2011 and meets three times per year. The Steering Group reports to the Research Policy Committee and is chaired by the PVC Research and Enterprise. Its membership comprises a member of research staff and a member of academic staff from each of the four colleges, the Graduate Dean, the Academic Practice Service, the Equalities Unit, and the HR Director.	A member of staff from the Research Support Office will join the Concordat Steering Group.	To maintain the current membership and frequency of meetings.  To encourage research staff representatives to engage their colleagues (and please see 3.1 above).  To convene themed working parties to address issues raised in the Action Plan 2013-2015.  <b>PVC Research and Enterprise, on-going</b>
<b>Academic Practice Service</b>			
5.1 Maintaining and continuing to update research staff pages on website, and providing a digest of information and opportunities on a monthly basis through a newsletter	APS maintains a suite of webpages on professional development opportunities and relevant policies for research staff, and links to the Staff Development Partnership pages where research staff can access University-wide professional development opportunities, such as Leadership at Leicester. The Research Staff Development Officer sends regular emails and updates to research staff informing them of forthcoming local and national events and initiatives.	APS has expanded and the website is currently under review. Research staff are being consulted as part of the process.	To ensure visibility of Concordat to Support the Career Development of Researchers on College and Departmental websites, apart from the APS research staff website. <b>APS on-going</b>
5.2 Continuing to provide and improve delivery of training and	Research staff are able to participate in all University of Leicester professional development provision. In addition, APS offers a suite of career development workshops tailored to the	In light of the concerns raised in 1.9 above, APS attends meetings to provide advice and	To maintain the current suite of training, and satisfaction levels.

<p>support in personal and career development for research staff with face-to-face as well as web resources</p>	<p>needs of research staff, and has developed more one to one support for research staff on any aspect of careers and professional development.</p> <p>Current provision includes:</p> <ul style="list-style-type: none"> <li>• research methods and methodologies</li> <li>• research governance (ethics, integrity, data management etc.)</li> <li>• qualitative and quantitative skills</li> <li>• careers support</li> <li>• enterprise and public engagement</li> <li>• teaching and learning</li> </ul>	<p>support to research staff through their own networks.</p> <p>APS has reviewed the marketing, design and duration of sessions to make it easier for research staff to identify and attend relevant sessions.</p> <p>The reviewed appraisal process and support for research-led training will lead to greater uptake on current events, and generate enquiries for new training.</p>	<p>To proactively build relationships with PIs and research staff to maximise relevance of sessions.</p> <p>To deliver bespoke provision where requested.</p> <p><b>APS, on-going</b></p>
<p>5.3 Providing a training programme for mid career researchers and PIs on research leadership and management</p>	<p>Please see point 1.3 above on the availability of leadership and management training, and point 2.4 above on PI perspectives expressed in the PIRLS survey regarding their managerial priorities.</p>	<p>Consultation with research staff and research managers reveal overlapping concerns about research staff career development (and please see points 1.9 and 4.1 above), with the focus tending to be more on academic collaborations and outputs rather than the transferability of their skills to the wider employment market.</p>	<p>Please see 1.3 above on HR, PI and APS collaboration on leadership development programme.</p> <p><b>HR, APS, on-going</b></p> <p>To consult with PIs on the development of resources to better understand the UK academic job market, and research staff transitions to non-HE roles (please also see points 1.2, 1.92.2 and 4.1 above).</p> <p><b>APS, 12 months</b></p>
<p>5.4 Advertising to research staff accredited and non-accredited programmes for development of skills and capabilities relevant to them</p>	<p>Please see point 5.1 above.</p>		
<p>5.5 Informing research</p>	<p>Please see 1.7 above. An HR Advisor and the Research Staff</p>		<p>To maintain existing induction provision.</p>

<p>staff about Concordat and opportunities for development through induction events</p>	<p>Development Officer offer a joint presentation on the Concordat, fixed-term and open-ended contracts, and professional development opportunities, at the University induction.</p>		<p><b>APS, HR, on-going</b></p>
<p>5.6 Coordinating running of CROS and PIRLS surveys</p>	<p>CROS and PIRLS were administered in 2011. Research staff were invited to participate in focus groups to discuss the findings of the 2011 CROS, and the results of these focus groups were fed back to the Concordat Steering Group. The administration of PIRLS has generated a subsequent, more detailed, internal survey of Principal Investigators, conducted over April-June 2013, seeking their perspectives and experiences on applying for grant funding, the recruitment process, and managing research staff and contracts.</p>		<p>To increase the response rates for CROS and PIRLS 2014. <b>All, 12 months</b></p> <p>To conduct focus groups based on CROS and PIRLS survey results. <b>APS, 12 months</b></p> <p>To incorporate CROS and PIRLS 2014 results into subsequent iterations of the Concordat Action Plan. <b>PVC Research and Enterprise, APS, 18 months</b></p>