

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

Area	Action	Who/ By When
Recruitment and selection	<ul style="list-style-type: none"> <li>■ Maintain high levels of participation in recruitment and selection training (1.1).</li> <li>■ Ensure candidates continue to receive detailed information and a panel interview (1.1).</li> </ul>	<p>HR, ongoing</p> <p>HR, ongoing</p>
Induction	<ul style="list-style-type: none"> <li>■ Review and develop departmental induction, taking into account the findings of departmental Athena SWAN self-assessment activities (2.1).</li> <li>■ Maintain existing induction provision whereby an HR Advisor and the Research Staff Development Officer offer a joint presentation on the Concordat, fixed-term and open-ended contracts, and professional development opportunities, at the University induction (5.5).</li> </ul>	<p>Departments, Colleges, HR, APS, on-going</p> <p>APS, HR, ongoing</p>
Engagement	<ul style="list-style-type: none"> <li>■ Deliver a presentation on the Concordat at departmental meetings (2.5).</li> <li>■ With increasing researcher-led activity, research staff are collaborating with HR Business Partners in the Colleges to provide training on HR policies and procedures, such as promotion. HR has also instituted a suite of short advisory workshops on key policies. Continue to develop and maintain HR Business Partner engagement in such activities (1.8).</li> <li>■ Schedule quarterly facilitated sessions for research staff and PIs in order to:               <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>• provide direct lines of communication to University senior management; and</li> <li>• capture tacit organisational knowledge and intelligence (1.10).</li> </ul> </li> <li>■ Ensure visibility of the Concordat to Support the Career Development of Researchers on College and Departmental websites, apart from the APS research staff website (5.1).</li> </ul>	<p>APS, HR, 12 months</p> <p>HR, ongoing</p> <p>HR, PVC R&amp;E, APS, ongoing</p> <p>APS, ongoing</p>

<p>Recognition and value</p>	<ul style="list-style-type: none"> <li>■ Institute formal and transparent mechanisms for research staff to participate fully in departmental life, including, but not limited to: <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 (3.1).</li> </ul> </li>   <li>■ Support research staff engagement in ‘academic citizenship’ activities to develop their careers, including, but not limited to: <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 (4.1).</li> </ul> </li>   <li>■ Appraisal: <ul style="list-style-type: none"> <li>• Include research staff and PI perspectives in the current review of appraisal (1.6)</li> <li>• Raise awareness that research staff are as entitled to appraisals as other staff groups (1.6)</li> </ul> </li>   <li>■ Examine the extent to which grant application processes take account of time for non-project continuing professional development (1.9).</li>   <li>■ Promote knowledge of research integrity through induction and workshops for academic staff, as well as research students and research staff (2.3).</li>   <li>■ Ensure that research staff 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), and address research staff concerns more broadly on policies and their impact on research staff endeavours (2.3).</li>   <li>■ Encourage research staff inclusion on the UoL Integrated Research Information System (IRIS) (3.4).</li>   <li>■ Circulate an up-to-date list of departmental research staff to named research staff contacts to</li> </ul>	<p>PIs, Research Staff, Departments, Colleges, 6 months</p> <p>PVC Research and Enterprise, HR, 18 months</p> <p>HR, 12 months</p> <p>RSO, 12 months</p> <p>APS, RSO, 6 months</p> <p>PIs, PVC Research and Enterprise, 18 months</p> <p>All, 12 months</p>
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	help them identify their colleagues and communicate with them. (3.4).	APS, ongoing
CPD -- Research Staff	<ul style="list-style-type: none"> <li>■ Careers <ul style="list-style-type: none"> <li>• Work with research staff (and PIs) to deliver short CPD sessions on career development (1.9).</li> <li>• Support research staff to articulate the range of knowledge, skills and attributes developed and acquired through their research and related activities (2.2).</li> <li>• Collate and circulate examples of the range of activities undertaken by research staff (2.2).</li> <li>• Consult with PIs/research staff on the development of resources to better understand the UK academic job market, and research staff transitions to non-HE roles (5.3).</li> </ul> </li> <li>■ Mentoring <ul style="list-style-type: none"> <li>• Review and develop mentoring in departments, taking into account the findings of Athena SWAN self-assessment activities (3.3).</li> </ul> </li> <li>■ Support for Teaching <ul style="list-style-type: none"> <li>• Provide a named contact in departments whom research staff can approach for teaching experience (2.2).</li> <li>• Develop a transparent mechanism with respect to payment for teaching (2.2).</li> <li>• Provide suitable professional development for research staff who teach (2.2).</li> </ul> </li> <li>■ Maintain the current suite of training, and satisfaction levels, whilst proactively engaging with PIs and research staff to maximise the relevance of sessions (5.2).</li> <li>■ Deliver bespoke provision where requested (5.2).</li> </ul>	<p>APS, ongoing</p> <p>APS, ongoing</p> <p>APS</p> <p>APS</p> <p>Departments, Colleges, 6 months</p> <p>Departments, Colleges, 12 mnths Departments, Colleges, 12 mnths APS, ongoing</p> <p>APS, ongoing</p> <p>APS, ongoing</p>
CPD – PIs	<ul style="list-style-type: none"> <li>■ Consult with PIs on the kinds of support they require in order to fulfil their obligations as ‘people’ managers (2.4)</li> <li>■ HR and APS, in collaboration with PIs who are demonstrably good managers, to develop a PI development programme on managing research projects, people, and finance (1.3).</li> </ul>	<p>HR, APS, 12 months</p> <p>HR, APS, 12 months</p>
Equality and diversity	<ul style="list-style-type: none"> <li>■ Linking in with Athena SWAN and other relevant fora: <ul style="list-style-type: none"> <li>• Maintain cross-reporting between Athena SWAN and Concordat initiatives and double-</li> </ul> </li> </ul>	<p>APS, Research staff, ongoing</p>

	<p>badge events where appropriate (3.5).</p> <ul style="list-style-type: none"> <li>• Maintain knowledge of good practice through Athena SWAN and research staff networks (3.5).</li> <li>• Support departments and schools to prepare Bronze and Silver submissions (3.5).</li> <li>• Participate in the Gender Equality Charter Mark scheme when it is fully operational (3.5).</li> </ul> <p>■ Parental Leave</p> <ul style="list-style-type: none"> <li>• Integrate sources of information on parental leave and grants and publicise them on the HR website, and circulate all research staff and PIs (4.2)</li> <li>• Lobby research grant providers where terms and conditions do not address parental leave. (4.2)</li> </ul>	<p>Departments, Colleges, ongoing Departments, Colleges, ongoing</p> <p>HR, RSO, APS, 6 months</p> <p>PVC R&amp;E, 6 months</p>
Implementation and review	<p>■ Concordat Steering Group</p> <ul style="list-style-type: none"> <li>• Maintain the current membership and frequency of Concordat Steering Group meetings (4.3).</li> <li>• Encourage research staff representatives to engage their colleagues (4.3).</li> <li>• Convene themed working parties to address issues raised in the Action Plan 2013-2015 (4.3).</li> </ul> <p>■ Increase the response rates for CROS and PIRLS 2014 by at least 20 percent (5.6).</p> <p>■ Conduct focus groups based on CROS and PIRLS 2014 survey results (5.6).</p> <p>■ Incorporate CROS and PIRLS 2014 results into subsequent iterations of the Concordat Action Plan (5.6).</p>	<p>PVC Research and Enterprise, on-going</p> <p>All, 12 months</p> <p>APS, 12 months</p> <p>PVC R&amp;E, APS, 18 months</p>
Contract end and exit	<p>■ Review contract management in light of changes to BIS legislation (whereby the end of a contract is no longer a redundancy) (1.2).</p> <p>■ Support research staff and PI engagement with the redeployment process and collate examples of good redeployment practice (1.4).</p> <p>■ Add a session on fixed term and open ended contracts to the existing suite of HR Advisory Workshops (1.7).</p>	<p>HR, ongoing</p> <p>HR, APS, on-going</p> <p>HR, 6 months</p>

