

## 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 2019              | Engagement and Communications Partner, HR Engagement team | Nominations for research awards received through Above and Beyond process |
| 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 2019              | External Funding team, RIO                     | Increased applications/success to target funders by research staff   |
| 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       | Network established and case studies created   |
| 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                                      | Case studies developed and communicated across the university  |

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| Provide training on peer reviewing and provide opportunities for ECRs to become involved in internal peer review | Sept 2019 | Leader Research Data Management, Prof Lead – Research Leadership | Increased involvement of ECRs in peer review opportunities |
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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 (through CROS, 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   | 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   |

## 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 |

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|---|----------------------------------|-------------------------------------|---|
| 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.

| Action  | Completion Target Date | Responsibility                                       | Measures of success  |
|---|------------------------|--|--|
| Run PRES, CROS, PIRLS in 2019<br><br>Run PRES in 2020   | June 2019 / June 2020  | Researcher Developer                                 | Increased engagement with surveys against our 2017/18 levels |
| 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                           |

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|--|----------|------------------------------|---|
| Contribute to sector consultation on revised Concordat                                       | Jan 2019 | Researcher Developer,<br>RIO | Institutional response submitted to<br>consultation                 |
| Incorporate changes to Concordat at sector level into our own<br>Action plans as appropriate | Dec 2020 | Researcher Developer         | Our internal action plans remain aligned<br>to the sector 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                      |