

Concordat summary and link to previous actions	Concordat principle	Actions, success measures, timescale and responsibility	PROGRESS April 2019
PDR (Performance and Development Review) System:			
B3 Appraisal & Performance Management	Principle 2: Recognition & Value	<p>Action: Pilot new online PDR (annual review) system with research staff from October 2017-March 2018.</p> <p>Success measure: Representative sample of Research Staff from different departments/faculties are part of the pilot. Target at least 50% of PDR eligible research staff to test new system. Monitor numbers of completion of process; numbers of those who participated in evaluation both questionnaire and focus group; qualitative data on their experience of the pilot</p> <p>Timescale: 10/2017-04/2018.</p> <p>Responsibility: Dep. Dir. HR&OD¹.</p>	<p>Pilot with research staff involved research staff from Schools of Pharmacy and Computing (noting that majority of research staff are employed in the Faculties of Science and of Technology, where these departments are based). Number of research staff participants recruited to the pilot was 15 (~13% of eligible rather than target of 50%). The qualitative experiences of the participants were recorded in a final report considered by the PDR Scheme working group and informed the final design of the PDR scheme. The anticipated quantitative data on completion was not available.</p> <p>Nonetheless, involvement of research staff, and input from chair of the CIG² resulted in a change to the planned system and the creation of a route specifically for contract researchers within the online PDR system including an automatic upload of key information from Pure³ to contract researchers PDR record.</p>

¹ Human Resources and Organisational Development

² Concordat Implementation Group

³ The University's research and innovation management information system

			The online PDR system went live April 1st 2019. CIG will monitor the uptake of the 'contract researcher' route in the system (see action below, B3).
B3 Appraisal & Performance Management	Principle 2: Recognition & Value	<p>Action: Gather feedback from research staff, PIs⁴ and HoD⁵ on new PDR process.</p> <p>Success measure: Feedback obtained from 80% of those taking part in pilot and feed into review process. Monitor numbers of reviewers who have reviewed research staff and completed during pilot time (and numbers who have not); numbers of those who participated in evaluation both questionnaire and focus group; qualitative data on their experience of the pilot.</p> <p>Timescale: 10/2017-04/2018.</p> <p>Responsibility: Dep. Dir. HR&OD /SDCR⁶.</p>	<p>Delayed. Revise timeline to conduct review in Q4 2019 once first cycle of new scheme has been completed.</p> <p>Collapse into one new action about monitoring uptake and experience of new PDR scheme in forward action plan.</p>
Career and development planning:			
B5 PIs aware of responsibilities and D8 PIs encourage researchers to attend training & career development events & courses	Principle 2, 3 & 4: Recognition & Value and Support and Career Development	<p>Action: Develop guide for PIs that refers to their responsibilities and signposts to the support and development opportunities that are available for research staff to support them in encouraging research staff to develop their careers.</p> <p>Success measure: Guide is delivered to 100% of PIs when they are recruiting a new member of research staff. Monitor Research Staff reporting in feedback to Researchers'</p>	<p>Draft PIs guide, drawing from practice elsewhere in the sector, considered at the CIG April 2019. Out to consultation in May/June with PIs and research staff, with a view to completion and dissemination Q4 2019.</p> <p>Context: Development activities are recorded on iTrent the University's human resources system. A total of 26 (21%) of</p>

⁴ Principal Investigators

⁵ Head of Department

⁶ Senior Researcher Development Coordinator (based in Research and Innovation Services)

		<p>Network that PIs are encouraging them to attend development sessions. Monitor responses to CROS question “you are encouraged to engage in personal and career development?” Timescale: By 03/2018. Responsibility: SDCR to develop guide with support of PI researcher development lead. SDCR to monitor researcher feedback and CROS data. HR Service Centre Manager to deliver to PIs.</p>	<p>126 researchers undertook 49 R&I training activities in the period Oct 2017 to Feb 2019 (Feb 2019 census date).</p> <p>Action carried for completion in 2019-21 action plan.</p>
<p>B12 Promotion opportunities transparent and communicated</p>	<p>Principle 2, 3 & 4: Recognition & Value and Support and Career Development</p>	<p>Action: Monitor attendance at workshops explaining the criteria and application process for promotion to Reader and Professor. Evaluate the effectiveness of these with regards to supporting and encouraging strong applications from female candidates. Success measure: Monitor attendance, promotion application rate and success rate. Timescale: By 09/2017 and at each promotion round. Responsibility: SDCR and Athena Swan Actions Committee Chair.</p>	<p>2017/18</p> <p>Separate events for Reader and Professor, total of 30 participants (15 for each event)(1 female for ‘Becoming a Professor’ and 9 female for ‘Becoming a Reader’; 33% female overall)</p> <p>Reader: Total applicants (Male)= 19 Successful applicants (Male)= 5 Total applicants (Female)= 12 Successful applicants (Female)=2</p> <p>Professor: Total applicants (Male)= 9 Successful applicants (Male)= 3 Total applicants (Female)=2 Successful applicants (Female)= 1</p>

		<p>Action: Improve monitoring of Research Staff careers journey in the institution.</p> <p>Success measure: Generate a suite of reports including the numbers of research staff who are promoted (via regrading or internal recruitment) or move sideways (eg, more hours) so that clarity is provided on the research career journeys that research staff are undertaking (including where staff take on additional roles to supplement income/experience).</p> <p>Timescale: By 03/2018 and every 6 months.</p> <p>Responsibility: HR to generate reports for review by CIG.</p>	<p>2018/19 Two events (joint for Reader and Professor applicants) held, total of 38 participants (17 female (37%)).</p> <p>Application/success data not available for 2018/19 as process is ongoing.</p> <p>NB: for 16/17, 37% of applications for Reader or Professor were female.</p> <p>Data indicates that there is still a gap in the number of applications from women for promotion for Reader and Professors. Success rate evaluation pending outcome of current round.</p> <p><i>Improve monitoring of Research Staff careers journey in the institution.</i></p> <p>Monitoring of career journeys has improved.</p> <p>Of all research staff employed (Feb 2019 (N=126 tbc)), a total of 13 have received at least one incremental salary increase (move up 1 or more spine point). For all receiving an increment there was an average of 2.8 increments, with a mode of 2 . (7 women, average 2.86, mode 3; 6 men, average 2.67, mode 2). No member of research staff in this sample changed grade boundary.</p>
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			<p>For all research staff who have left their position (01/08/2015 - 31/07/2018) (N=105). Reason for leaving: End of contract = 32%; Reason to be confirmed = 29%; End of contract (with redundancy) = 19%; Job dissatisfaction = 10%; Other (misc) = 8%; Promotion = 3%.</p> <p>For all internal moves (01/08/2015 - 31/07/2018) (N=30): Other contract research staff role = 30%; Visiting research role = 23%; Senior research staff role = 20%; Lecturer = 10%; Technician = 7%; Other support role = 7%; PTHP Lecturer = 3%.</p> <p>New action in 2019-21 looking at careers and progression.</p> <p>This is the first time that the data on internal moves and progression has been collated and analysed. Further work is necessary to understand what this means and if any actions are necessary to improve outcomes for research staff.</p>
<p>C6 Clear systems to plan career development</p>	<p>Principle 3, 4 support and career development</p>	<p>Action: Investigate the use of career/development planning linked to the online PDR process. Success measures: Use Researchers' Network or survey to get feedback from research staff as to whether career planning/development was discussed at</p>	<p>Delayed - PDR process being launched April 2019. Will report Q4 2019 after first new PDR cycle has completed.</p> <p>CROS running May 2019.</p>

		<p>PDR. Monitor responses to CROS question “was the appraisal effective in leading to training or other containing professional development opportunities”.</p> <p>Timescale: By 09/2018.</p> <p>Responsibility: Dep. Dir. HR&OD and SDCR.</p>	<p>Collapse into one new action about monitoring uptake and experience of new PDR scheme in forward action plan.</p>
<p>C9 Planned induction for researchers on appointment</p>	<p>Principle 3, 4 support and career development</p>	<p>Action: RIS to introduce an induction/introduction to research and innovation communication to new staff.</p> <p>Success measure: Sent to 100% new research staff. Monitor new staff booking on to RISDP sessions in first 6 months of arrival.</p> <p>Timescale: By 12/2017.</p> <p>Responsibility: SDCR to develop resource and monitor staff booking. RIS departmental manager to distribute.</p>	<p>Induction pack sent to all new staff.</p> <p>New induction pack created at the beginning of 2017/18 academic year. Added in this new pack was greater detail of support available to research staff e.g. Researchers Network (network for research staff), as well as more detailed information on training programme and support. Induction pack was reviewed and updated for currency Q4 2018.</p> <p>19% of new research staff (5 of 26) had undertaken some form of R&I training within 6 months of appointment. Rising to 31% within 12 months of appointment, and 54% within 2 years. [NB: data taken from iTrent system, which covers UoP run events run by HR or RIS]</p> <p>Original action complete. New amended action around uptake of training by research staff in 2019-21 action plan.</p>

		<p>Action: Update Research Staff offer letter to add link to researcher support webpages</p> <p>Success measure: How many staff land on the researcher support webpage.</p> <p>Timescale: By 03/2018.</p> <p>Responsibility: Dep. Dir. HR&OD to update offer letter. SDCR to with marketing and comms to get web data.</p>	<p>Complete. Research Staff offer has link to researcher support pages. Data on webpage access pending.</p>
C18 Mentoring arrangements in place	Principle 3, 4 support and career development	<p>Action: Monitor uptake of SUMAC mentoring system with research staff.</p> <p>Success measure: Aim for 100% of research staff to be offered a mentor and 80% uptake. Monitor numbers of mentors/mentees who are research staff obtained from SUMAC.</p> <p>Timescale: 06/2018.</p> <p>Responsibility: SDCR with support from L+D advisor managing SUMAC system.</p>	<p>Not achieved. University is reviewing approach to, and systems for, mentoring.</p> <p>Other contextual info: 3 female research staff have undertaken the ‘Springboard’ programme in past 18 months. A further 3 research staff have undertaken coaching or mentoring training in the past 3 months.</p> <p>Consolidate into action on mentoring in 2019-21 action plan.</p>
C18 Mentoring arrangements in place	Principle 3, 4 support and career development	<p>Action: Hold a Researchers’ Network lunch on SUMAC and mentoring and use the Researchers Network to continue to promote mentoring.</p> <p>Success measure: Session takes place and is attended by 30% of research staff. Identify whether numbers wishing to be mentors/mentees increases following event and also identify matched and live relationships.</p> <p>Timescale: 01/2018.</p>	<p>Partially achieved.</p> <p>Presentations to Researchers Network in 2018 to promote mentoring (see F2 p12 for attendance).</p> <p>However, active promotion of SUMAC on hold (see action above).</p> <p>Consolidate into action on mentoring in 2019-21 action plan.</p>

		Responsibility: SDCR with support from Researchers' Network Champions.	
<p>***New action following CIG March 2018 *** D3 Researchers aware of the need for ethical behaviour</p>	Principle 3, 4, 5 support and career development	<p>Action: to increase the number of Responsible Conduct of Research workshops run annually with a target of increasing the total number of research staff who have attended. Success measure: number of workshops and attendance. Timescale: 06/2019. Responsibility: RIS.</p>	<p>More workshops have been run, however, attendance from research staff has decreased.</p> <p>4 sessions run in 2017/18; 64 attendees including 6 research staff.</p> <p>6 sessions run 23/10/18 to 19/03/19. A total of 54 attendees including only 2 research staff.</p> <p>Continued in 2019-21 plan.</p>
D5 Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs.	Principle 3, 4, 5 support and career development	<p>Action: Continue to promote development opportunities broadly via the Researchers' Network, PIs and via faculties. Success measure: 90% of researchers engaging with some form of development activity. Monitor research staff attendance. Timescale: 09/2018. Responsibility: SDCR with support from Researchers' Network Champions.</p>	<p>Opportunities have been promoted widely via Researchers' Network, through the intranet, and linked from induction pack. However, uptake from new research staff is lower in 2018 than the previous 3 years.</p> <p>78 of 126 (62%) research staff employed at Feb 2019 have engaged with some form of development activity during their employment at the University. A total of 26 (21%) have undertaken Research or Innovation specific training during their employment.</p> <p>[NB: data taken from iTrent system which covers UoP run events run by HR or RIS]</p>

<p>D10 Researchers record PDP & CPD activities</p>	<p>Principle 3, 4, 5 support and career development</p>	<p>Action: Ensure robust process in place to continue recording R(IS)DP attendance onto HR system. Longer term create report which compares level of activity against promotion/regrading etc. Success measure: up-to-date records (by end of each term) in place and accessible to research staff. Bi-annual reports of staff development activity by research staff. Timescale: 09/2017. Responsibility: RIS departmental manager.</p>	<p>Continued in 2019-21 plan.</p> <p>Attendance is logged by RIS. Data has been uploaded to iTrent (University HR system) on monthly basis for 2018. Current hiatus due to staffing issues. Uploading is planned to resume before end of this academic year.</p> <p>CIG receives biannual reports of RISDP activity for research staff.</p> <p>Action partially complete for logging internal training. CROS data 2019 gives insight into external training. Data on promotion indicate numbers are too small to support analysis comparing progression with attendance.</p>
<p>D10 Researchers record PDP & CPD activities</p>	<p>Principle 3, 4 and 5 support and career development</p>	<p>Action: Investigate options to ensure that the development record/RISDP attendance record is available to researchers and reviewers as part of the new online PDR process. Success measure: Development record available/assessable at PDR. Timescale: 09/2018. Responsibility: Dep. Dir. HR&OD.</p>	<p>The guidance on the PDR form for research staff describes how to access attendance at learning events through logging into the University's self-service portal. Guidance in the form encourages users to enter any additional learning undertaken that may not be recorded on the portal.</p> <p>Whilst the online PDR system draws data from Pure (the University's Current Research Information System) it does not automatically pull in data on training from iTrent (HR system) because of technical challenges that couldn't be overcome in the timetable of the University wide PDR</p>

			<p>scheme project. This is the case for all staff not just research staff.</p> <p>The development phase of the online PDR system has closed and the scheme launched. No further action possible at this stage.</p>
Moving forward and monitoring initiatives:			
E2 Develops specific schemes and action plans	Principle 6 Equality and diversity	<p>Action: Develop a business case for the joining the ECU Race charter. Create report which identify current ethnic diversity of research staff and compare this with wider University community.</p> <p>Success measure: Business case presented to UEB and reports prepared for CIG</p> <p>Timescale: 03/2018.</p> <p>Responsibility: E&D advisor (charters) and UEB ⁷E&D champion.</p>	<p>Successful. In July 2018, the University signed up to the Race Charter, with executive level oversight and a working group drawn from across the University. Current ethnic profile of research staff employed February 2019 (N = 112 for this dataset) is: 73% White, 9% Asian or Asian British, 4% Black or Black British, 6% other, 4% not stated. By comparison: 2016/17 data (latest available) for all Academic and Research staff is 78% White, and 11% BME (similar to national benchmarks).</p> <p>Complete.</p>
E2 Develops specific schemes and action plans	Principle 6 Equality and diversity	<p>Action: University to apply for Athena SWAN Bronze (extended principles).</p> <p>Success measure: Application made.</p> <p>Timescale: 11/2017.</p> <p>Responsibility: E&D advisor (charters), Athena Swan Actions Committee Chair and Athena Champion.</p>	<p>Athena SWAN Bronze (extended principles) achieved.</p> <p>The University has committed to achieving Athena Swan Silver. A member of the University Executive is a member the Athena Swan working group. The AS</p>

⁷ University Executive Board, chaired by the Vice-Chancellor

			<p>working group is represented on the CIG by the University's E&D manager. Continue engagement and liaison with AS working group as routine CIG business.</p>
E2 Develops specific schemes and action plans	Principle 6 Equality and diversity	<p>Action: Develop further E&D learning for staff around Disability and Transgender. Success measure: Training included in Learning and Development staff training offer by November 2017. Monitor staff, including research staff, uptake. Timescale: 11/2017. Responsibility: E&D Manager.</p>	<p>No research staff have attended Transgender or Disability courses in 2018/19 (Feb 2019).</p> <p>Other contextual info: However 29 (23%) of 126 researchers employed Feb 2019 have undertaken a total of 51 E&D learning activities (either one or more of the following: Equality and Diversity in the Workplace, Unconscious Bias, Promoting Equality and Diversity) (in period Aug 2017 to Jan 2019). The transgender and workplace disability awareness courses will continue to be promoted to all staff, but no specific action in future action plan. Rather E&D concerns to be embedded CIG monitoring and analysis (this will include monitoring of uptake of E&D programmes).</p>
F1 procedures in place for regular review of the Concordat and the extent to which UoP meets it	Principle 7 Implementation and review	<p>Action: Continue monitoring by the CIG and to gather feedback via CROS/PIRLS and monitor uptake. Success measure: Maintain uptake of CROS at over 50% of research staff cohort. Timescale: by 09/2017 and then after each CROS/PIRLS.</p>	<p>CIG meets minimum 3 times a year. Progress against action plan is routine agenda item. CIG responsible for overseeing 2 year reporting on the Award.</p> <p>Running CROS in May 2019.</p> <p>The CIG have determined not to run PIRLS in this cycle because of other</p>

		Responsibility: SDCR ⁸ .	consultations (incl. REF 2021 Code of Practice consultation), however, an internal survey, informed by PIRLS questions, will be run in Q4 2019. Questions on the new PDR scheme will be included in the question set for PIs.
F2 Obtaining feedback from researchers	Principle 7 Implementation and review	<p>Action: Use the Researchers’ Network to gather feedback, highlight issues and provide updates.</p> <p>Success measure: Increase attendance by research staff by 50%.</p> <p>Timescale: by 06/2018.</p> <p>Responsibility: SDCR with support from Researchers’ Network Champions.</p>	<p>Researchers’ Network has continued to operate with good attendance during 2017/18, however, attendance has dropped in 2018/19 for all staff groups and for research staff in particular.</p> <p>2017/18: 4 Researchers’ Network lunches held, total attendance 73, including 25 research staff (~6 per event).</p> <p>2018/19 (to date) 2 Researchers’ Network lunches held, total attendance 18 (41 booked), including 7 research staff (3-4 per event).</p> <p>CIG have decided to re-launch Research Staff Forum and also revisit purpose and membership of Researchers Network – see action in 2019-21 Action Plan.</p>

⁸ There have been some changes relating to the researcher development role in Research and Innovation Services (SDCR), and a subsequent change in Chair of the Concordat Implementation Group during the period of the action plan, this led to a short hiatus of activity during 2018, however responsibilities have now been re-allocated and impetus resumed.

Note: data presented for research staff is for fixed term contract researchers only and not for hourly paid staff.