

Ref	Concordat summary	Concordat principle	Actions, success measures, timescale and responsibility	Notes
<b>1</b>	<b>Online PDR System:</b>			
1.1	B3 Appraisal & Performance Management  (revised from 2017-19 plan to focus on actual PDR not just pilot, with extended deadline)	Principle 2: Recognition & Value	<p><b>Action:</b> Gather feedback from research staff<sup>1</sup>, PIs<sup>2</sup> and HoDs<sup>3</sup> on new PDR<sup>4</sup> process.</p> <p><b>Success measure:</b> Feedback obtained from 80% of research staff who receive a PDR in current cycle. Capture qualitative data on experience of the new PDR process from research staff, PIs and HoDs on new PDR process.</p> <p><b>Timescale:</b> Report Q1 2020.</p> <p><b>Responsibility:</b> Dep. Dir. HR&amp;OD.</p>	
1.2	B3 Appraisal & Performance Management	Principle 2: Recognition & Value	<p><b>Action:</b> Gather feedback from research staff leaving the institution.</p> <p><b>Success measure:</b> Exit interviews undertaken with two thirds of research staff<sup>1</sup> leaving the institution using a revised approach to exit interviews.</p> <p><b>Timescale:</b> by end Q3 2021.</p> <p><b>Responsibility:</b> PIs, HoDs, HR.</p>	Action arose through focus group with research staff held in May 2019.

<sup>1</sup> By 'research staff' we mean research staff on fixed term or hourly paid contracts

<sup>2</sup> Principal Investigators

<sup>3</sup> Head of Department

<sup>4</sup> Performance and Development Review

2 Careers and progression for research staff				
2.1	B5 PIs aware of responsibilities <i>and</i> D8 PIs encourage researchers to attend training & career development events & courses  (carried forward from 2017-19 plan with extended deadline)	Principle 2, 3 & 4: Recognition & Value and Support and Career Development	<p><b>Action:</b> Develop and disseminate 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. Provide training sessions relating to managing research staff for PIs to accompany guide.</p> <p><b>Success measure:</b> 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’ Network/Research Staff Forum that PIs are encouraging them to attend development sessions. See 20% increase in CROS<sup>5</sup> question “you are encouraged to engage in personal and career development?” &amp; “was the appraisal effective in leading to training or other containing professional development opportunities”.</p> <p><b>Timescale:</b> Q2 2020 ( &amp; CROS 2021).</p> <p><b>Responsibility:</b> RIS to develop guide. RIS to monitor researcher feedback and CROS data. HR Service Centre Manager to deliver to PIs.</p>	<p>Draft PIs guide considered at the CIG April 2019. Out to consultation with PIs and researchers May/June. Due for dissemination in new academic year.</p> <p>To ensure that the guide addresses concerns expressed by research staff in the focus group allowing sufficient time in supporting career development and academic citizenship. Concerns also raised about PIs providing sufficient encouragement to their research staff around career development and progression.</p> <p>Context: Concerns expressed at the focus group over research staff being asked to undertake other duties that are not related to their project, constrain professional development or ‘academic citizenship’, or are over and above their grade.</p>
2.2	B5 PIs aware of responsibilities <i>and</i>	Principle 2, 3 & 4: Recognition & Value and	<b>Action:</b> Review University’s Handbook for Research Staff.	The handbook is out-of-date and due for review.

<sup>5</sup> Careers Research Online Survey run by Vitae.

	D8 Pls encourage researchers to attend training & career development events & courses	Support and Career Development	<p><b>Success measure:</b> Fit for purpose handbook is agreed, and disseminated.</p> <p><b>Timescale:</b> By Q1 2021.</p> <p><b>Responsibility:</b> HR (Supported by CIG<sup>6</sup>).</p>	Focus group proposed that research staff should be involved in the review in some way.
2.3	B12 Promotion opportunities transparent and communicated	Principle 2, 3 & 4: Recognition & Value and Support and Career Development	<p><b>Action:</b> Review of fitness for purpose of standard job specifications. &amp; Review guidance around promotion, re-grading and progression to ensure that it is accessible to research staff. Conduct a University level (rather than individual level) review to ensure that research staff duties are commensurate with grade e.g. dipstick text of role holders/role descriptors to ensure fit. Review qualifications vs grade level trends over years.</p> <p><b>Success measure:</b> Fit for purpose job specification that covers the full range of progression available and accessible to research staff. Duties are commensurate with grade.</p> <p><b>Timescale:</b> by Q4 2020.</p> <p><b>Responsibility:</b> HR (Supported by CIG).</p> <p><b>Action:</b> Further analyse data on research progression and internal moves to better</p>	<p>Presently the standard job specifications only cover grades 4 to 8, not grade 9.</p> <p>Data analysed as part of 6 year review (April 2019), shows that there is some, but limited, progression and promotion.</p> <p>Review to take into account researcher voice.</p> <p>Concern was raised at the focus group around a new trend in the sector to recruit postdoctoral staff into lower grade roles.</p> <p>To align with existing work on grade review (led by Executive Dean).</p>

<sup>6</sup> Concordat Implementation Group

			<p>understand what this means for research staff and identify subsequent actions as required to improve outcomes for research staff.</p> <p><b>Success measure:</b> to be defined.</p> <p><b>Timescale:</b> to be agreed (within current period).</p> <p><b>Responsibility:</b> CIG.</p>	<p>To note: it was raised by research staff in the consultation concerns that at the outset of the contract it was not sufficiently clear what were the process &amp; opportunities for progression.</p>
2.4	<p>C14: Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.</p>	<p>PRINCIPLE 4</p> <p>The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</p>	<p><b>Action:</b> Conduct mapping of key University processes/documents where there is potential to add a question/prompt around support for mentoring and/or support for the career development of researchers, to consider, for example: Internal funding criteria/processes (Central and Faculty led), Intention to Apply process for external bidding, Centres and Institutes Policy, standard University Terms and Conditions for grants that employ research staff.</p> <p><b>Success measure:</b> CROS question 24; see at least a 20% increase in positive responses to this question by 2021.</p> <p><b>Timescale:</b> Actions to begin academic year 2019/20. Data collected CROS 2021.</p> <p><b>Responsibility:</b> RIS/Faculties/Finance (Supported by CIG).</p>	<p>The University is reviewing its whole approach to mentoring, led by Deputy Director of HR under the aegis of the Organisational Development Group (including representation from CIG). This review will be comprehensive and is for all staff, it will therefore take some time (timescale unavailable at time of writing).</p> <p>The CIG are reluctant to start new mentoring initiatives whilst this review is underway. CIG emphasis is therefore on working with existing documents/ processes.</p> <p>See action 3.5 - relaunch of Researchers Forum</p>

2.5	C14: Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	<p>PRINCIPLE 4</p> <p>The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</p>	<p><b>Action:</b> Build specific strand for researcher development into the Themes initiative:</p> <ul style="list-style-type: none"> <li>- including successful delivery of TRIF Fellows scheme</li> <li>- PIs of TRIF project are mentored (and support for career development of research staff is an explicit part of the mentoring).</li> </ul> <p><b>Success measure:</b> 80% of TRIF fellows have achieved their stated objectives. 100% PIs report in final TRIF project reports that they have received mentoring, and where appropriate, where they have supported their research staff.</p> <p><b>Timescale:</b> Q3 2020. <b>Responsibility:</b> Theme Directors (to liaise with ADRs as appropriate).</p>	<p>Note: The five Theme Directors are acting in mentoring capacity for early career researchers.</p> <p>TDs to introduce to their mentoring of PIs in receipt of TRIF funding - how are they looking after the career development of their RAs.</p> <p>[Ensure final TRIF project report includes relevant sections to capture the required information].</p> <p>Important for this scheme to engage with and learn from existing schemes at Faculty level.</p>
<b>3 Valuing the contribution of research staff</b>				
3.1	B1 Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract.	<p>Principle 2</p> <p>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.</p>	<p><b>Action:</b> to increase public presence of research staff.</p> <p><b>Success measure:</b></p> <p>Total of 10 RA stories in 2019/20</p> <ul style="list-style-type: none"> <li>- website</li> <li>- RIS blog</li> </ul> <p>At least 3 articles in The Conversation written by research staff in 2019/20.</p> <p>At least 1 research staff member longlisted for vice-chancellors award.</p>	<p>To provide training and opportunity into media engagement through regular liaison with the Media and Communications team.</p>

			<p><b>Timescale:</b> by end Q2 2020.</p> <p><b>Responsibility:</b> Media and Communications team (supported by Researchers' Net, Research Staff Forum).</p>	
3.2	D3 Researchers aware of the need for ethical behaviour	Principle 3, 4, 5 support and career development	<p><b>Action:</b> To increase the number of research staff who have received Responsible Conduct of Research training. Through more targeted communication and involving PIs.</p> <p><b>Success measure:</b> Improved attendance figures (20% of cohort 2019/20).</p> <p><b>Timescale:</b> Q3 2020.</p> <p><b>Responsibility:</b> RIS / Senior Ethics Advisor, PIs.</p>	More workshops have been run, however, attendance from research staff has decreased.
3.3	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><b>Action:</b> More targeted promotion of development opportunities to PIs as well as research staff.</p> <p><b>Success measure:</b> 80% of research staff engaging with some form of development activity during their employment. 30% within first 6 months of joining the University. Monitor research staff attendance at training events and CROS questions.</p> <p><b>Timescale:</b> Q3 2020.</p> <p><b>Responsibility:</b> RIS/Associate Deans' Research (ADRs).</p>	

3.4	B1 Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract.	Principle 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.	<p><b>Action:</b> Build in requirement for a number of days* for researcher development time into internal funding schemes (to include academic citizenship).</p> <p><b>Success measure:</b> All internal research funding schemes adopt the 10 day rule. (20% increase in CROS Q. 25 “time spent on training and/or CPD”.)</p> <p><b>Timescale:</b> Q2 2021 (to be aligned with new Concordat).</p> <p><b>Responsibility:</b> ADRs / Theme Directors.</p>	<p>Arising from the research staff focus group was the need to engage more fully with PIs to ensure that they support their research staff in career development and academic citizenship.</p> <p>*In alignment with requirements of the revised Concordat.</p>
<b>Researcher voice</b>				
3.4	F1 procedures in place for regular review of the Concordat and the extent to which UoP meets it	Principle 7 Implementation and review	<p><b>Action:</b> Gather feedback via CROS/PIRLS <sup>7</sup>and monitor uptake.</p> <p><b>Success measure:</b> Exceed CROS uptake for benchmark group.</p> <p><b>Timescale:</b> CROS May 2019 &amp; PIRLS equivalent Q4 2019.</p> <p><b>Responsibility:</b> RIS.</p>	<p>NB: The CIG have determined not to run PIRLS in this cycle, however, an internal survey, informed by PIRLS questions will be run in Q4 2019.</p>
3.5	F2 Obtaining feedback from researchers	Principle 7 Implementation and review	<p><b>Action:</b> Relaunch Research Staff Forum</p>	<p>Following feedback from Researchers’ Network colleagues, and review of data indicating a drop-off of research</p>

<sup>7</sup> Principal Investigators and Research Leads Survey run by Vitae.

			<p><b>Success measure:</b> Attendance of equivalent of 15% of research staff cohort over a 12-month period.</p> <p><b>Timescale:</b> Q2 2020.</p> <p><b>Responsibility:</b> PIs, HR, RIS &amp; senior research staff (to also consult with ADRs and HoDs).</p> <p><b>Action:</b> Revisit Researchers Network and agree purpose and target membership.</p> <p><b>Success measure:</b> Newly agreed purpose and membership (in light of Research Staff Forum).</p> <p><b>Timescale:</b> Relaunch Q3 2019, first data end Q2 2020.</p> <p><b>Responsibility:</b> PIs, HR, RIS &amp; senior research staff &amp; current Researchers Network champions (consult with ADRs &amp; HoDs).</p>	<p>staff engagement, CIG have decided to re-launch Research Staff Forum and also revisit purpose and membership of Researchers' Network.</p> <p>To note concerns expressed at focus group around PI support for 'academic citizenship' i.e. engagement with fora, surveys, committees etc.</p>
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