

Concordat summary and link to previous actions	Concordat principle	Actions, success measures, timescale and responsibility
A5 Composition & training of recruitment panels	Principle 1: Recruitment & Selection	No current actions identified. See gap analysis and 2015-2017 action plan update.
<b>Online PDR System:</b>		
B3 Appraisal & Performance Management	Principle 2: Recognition & Value	<p><b>Action:</b> Pilot new online PDR system with Research Staff from October 2017-March 2018</p> <p><b>Success measure:</b> 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><b>Timescale:</b> 10/2017-04/2018</p> <p><b>Responsibility:</b> Dep. Dir. HR&amp;OD</p>
B3 Appraisal & Performance Management	Principle 2: Recognition & Value	<p><b>Action:</b> Gather feedback from research staff, PIs and HoD on new PDR process</p> <p><b>Success measure:</b> 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 haven't); numbers of those who participated in evaluation both questionnaire and focus group; qualitative data on their experience of the pilot.</p> <p><b>Timescale:</b> 10/2017-04/2018</p> <p><b>Responsibility:</b> Dep. Dir. HR&amp;OD /SDCR</p>
<b>Career and development planning:</b>		
B5 PIs aware of responsibilities <i>and</i> D8 PIs encourage researchers to attend training & career development events & courses	Principle 2, 3 & 4: Recognition & Value and Support and Career Development	<p><b>Action:</b> 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><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 that PIs are encouraging them to attend development sessions. Monitor responses to CROS question "you are encouraged to engage in personal and career development?"</p> <p><b>Timescale:</b> By 03/2018</p>

		<p><b>Responsibility:</b> 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>
B12 Promotion opportunities transparent and communicated	Principle 2, 3 & 4: Recognition & Value and Support and Career Development	<p><b>Action:</b> 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.</p> <p><b>Success measure:</b> Monitor attendance, promotion application rate and success rate.</p> <p><b>Timescale:</b> By 09/2017 and at each promotion round</p> <p><b>Responsibility:</b> SDCR and Athena Swan Actions Committee Chair</p> <p><b>Action:</b> Improve monitoring of Research Staff careers journey in the institution.</p> <p><b>Success measure:</b> 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><b>Timescale:</b> By 03/2018 and every 6 months</p> <p><b>Responsibility:</b> HR to generate reports for review by CIG</p>
C6 Clear systems to plan career development	Principle 3, 4 support and career development	<p><b>Action:</b> Investigate the use of career/development planning linked to the online PDR process.</p> <p><b>Success measures:</b> Use Researchers' Network or survey to get feedback from research staff as to whether career planning/development was discussed at PDR. Monitor responses to CROS question "was the appraisal effect in leading to training or other containing professional development opportunities".</p> <p><b>Timescale:</b> By 09/2018</p> <p><b>Responsibility:</b> Dep. Dir. HR&amp;OD and SDCR</p>
C9 Planned induction for researchers on appointment	Principle 3, 4 support and career development	<p><b>Action:</b> RIS to introduce an induction/introduction to research and innovation communication to new staff.</p> <p><b>Success measure:</b> Sent to 100% new research staff. Monitor new staff booking on to RISDP sessions in first 6 months of arrival.</p> <p><b>Timescale:</b> By 12/2017</p> <p><b>Responsibility:</b> SDCR to develop resource and monitor staff booking. RIS departmental manager to distribute</p>

		<p><b>Action:</b> Update Research Staff offer letter to add link to researcher support webpages  <b>Success measure:</b> How many staff land on the researcher support webpage.  <b>Timescale:</b> By 03/2018  <b>Responsibility:</b> Dep. Dir. HR&amp;OD to update offer letter. SDCR to with marketing and comms to get web data.</p>
C18 Mentoring arrangements in place	Principle 3, 4 support and career development	<p><b>Action:</b> Monitor uptake of SUMAC with research staff.  <b>Success measure:</b> 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  <b>Timescale:</b> 06/2018  <b>Responsibility:</b> SDCR with support from L+D advisor managing SUMAC system</p>
C18 Mentoring arrangements in place	Principle 3, 4 support and career development	<p><b>Action:</b> Hold a Researchers’ Network lunch on SUMAC and mentoring and use the Researchers; Network to continue to promote mentoring.  <b>Success measure:</b> 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.  <b>Timescale:</b> 01/2018  <b>Responsibility:</b> SDCR with support from Researchers’ Network Champions</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><b>Action:</b> Continue to promote development opportunities broadly via the Researchers’ network, PIs and via faculties.  <b>Success measure:</b> 90% of researchers engaging with some form of development activity. Monitor research staff attendance.  <b>Timescale:</b> 09/2018  <b>Responsibility:</b> SDCR with support from Researchers’ Network Champions</p>
D10 Researchers record PDP & CPD activities	Principle 3, 4, 5 support and career development	<p><b>Action:</b> Ensure robust process in place to continue recording RDP attendance onto HR system. Longer term create report which compares level of activity against promotion/regrading etc.  <b>Success measure:</b> 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.  <b>Timescale:</b> 09/2017</p>

		<b>Responsibility:</b> RIS departmental manager
D10 Researchers record PDP & CPD activities	Principle 3, 4 and 5 support and career development	<b>Action:</b> Investigate options to ensure that the development record/RDP attendance record is available to researchers and reviewers as part of the new online PDR process. <b>Success measure:</b> Development record available/assessable at PDR. <b>Timescale:</b> 09/2018 <b>Responsibility:</b> Dep. Dir. HR&OD
<b>Moving forward and monitoring initiatives:</b>		
E2 Develops specific schemes and action plans	Principle 6 Equality and diversity	<b>Action:</b> 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. <b>Success measure:</b> Business case presented to UEB and reports prepared for CIG <b>Timescale:</b> 03/2018 <b>Responsibility:</b> E&D advisor (charters) and UEB E&D champion
E2 Develops specific schemes and action plans	Principle 6 Equality and diversity	<b>Action:</b> University to apply for Athena SWAN Bronze (extended principles). <b>Success measure:</b> Application made. <b>Timescale:</b> 11/2017 <b>Responsibility:</b> E&D advisor (charters), Athena Swan Actions Committee Chair and Athena Champion
E2 Develops specific schemes and action plans	Principle 6 Equality and diversity	<b>Action:</b> Develop further E&D learning for staff around Disability and Transgender. <b>Success measure:</b> Training included in L&D staff training offer by November 2017. Monitor staff, including research staff, uptake. <b>Timescale:</b> 11/2017 <b>Responsibility:</b> E&D Manager
F1 procedures in place for regular review of the Concordat and the extent to which UoP meets it	Principle 7 Implementation and review	<b>Action:</b> Continue monitoring by the CIG and to gather feedback via CROS/PIRLS and monitor uptake. <b>Success measure:</b> Maintain uptake of CROS at over 50% of research staff cohort. <b>Timescale:</b> by 09/2017 and then after each CROS/PIRLS <b>Responsibility:</b> SDCR

<p>F2 Obtaining feedback from researchers</p>	<p>Principle 7 Implementation and review</p>	<p><b>Action:</b> Use the Researchers' Network to gather feedback, highlight issues and provide updates.  <b>Success measure:</b> Increase attendance by research staff by 50%.  <b>Timescale:</b> by 06/2018  <b>Responsibility:</b> SDCR with support from Researchers' Network Champions</p>
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