**University of Leeds Concordat Implementation Plan**

**Dated: March 2023**

**Context:** For the purposes of the Concordat, we define early career researchers as those who do research and are employed on a fixed term basis. Typically, this will be postdocs working on research projects. In some cases, these will be people on teaching focused contracts who continue to do discipline-based research with a view to gaining an academic position which combines discipline-based research and teaching. This would include approximately 1300 research staff and 150 teaching focused staff. Activities to develop early career academics who focus on teaching and scholarship (scholarship of teaching and learning and pedagogic research) are covered through a different action plan.

Our primary audience does not include postgraduate researchers or academic staff on open-ended contracts. However, we seek to expand the broad principles of the Concordat as they provide a helpful reference point for any work we undertake to develop, promote and sustain an effective and inclusive research culture and environment.

We recognise that successful implementation of the Concordat is a collaborative effort. It requires support from the institution and an equal partnership between researchers and their managers. This implementation plan is not designed to be static; it will be updated every six months to reflect changes across our institution, in response to changing priorities, and in line with new university strategies and initiatives.

This implementation plan has been agreed by the Research Staff Development Steering Group (ECRDSG), the Research Culture Steering Group (RCSG), and Research and Innovation Board (RIB).

**Concordat Principle: Environment and Culture (EC)**

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| **EC Theme 1: Awareness and Engagement** | | | | | |
| **Leeds will ensure that all relevant staff are aware of the Concordat (ECI1)** | | | | | |
| **Action** | **Success Measure** | **Timescale** | **Responsibility** | **Progress** | **Outcome** |
| Implement a Concordat communication plan led from OD&PL, including the website with resources, the Research Staff Development community of practice MS Team, Twitter, LinkedIn and our Research Culture Uncovered Podcast. | Increased awareness of the Concordat across all stakeholder groups, reflected in the research staff survey.  Evidence of Concordat resources being accessed by analytics on the sway documents and videos, and engagement with the Q&A events. 20% increase on engagement statistics per year.  Increased following on twitter (currently 753 followers). Release of weekly podcast episodes aiming to reach 2500 downloads. | March 2024 | OD&PL  Comms  ECRDSG |  |  |
| Run an annual Concordat Awareness Month with quarterly Q&A sessions and briefings to schools and Faculties as required. | Review every 12-months, measure ongoing attendance, engagement with asynchronous resources (Sways and recordings) and measure post-session feedback in Mentimeter and PULSE Surveys. | March 2024 | OD&PL |  |  |
| Create a series of one-page resources and/or infographics for each stakeholder group ‘What you need to know about the Concordat’ | Monitor engagement (Sway analytics) and raise awareness quarterly on MS Teams space, RC Newsletters, FRICs). A 10% increase in use per quarter, measured by analytics and survey data. | May 2023 | OD&PL |  |  |
| Maintain a Research Staff Development Steering Group, reporting to our Research Culture Steering Group, and Research and Innovation Board. Expand the remit of the ECR Development Steering Group to include manager representation. | Quarterly meeting to review actions and progress, minutes and documents available in the Teams space. | Ongoing | OD&PL, ECRDSG |  |  |
| **Leeds will ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers (ECI2)** | | | | | |
| Create a new version of our UoL Guidance on the Employability of Research Staff based on the Concordat and our Fairer Futures Initiative. | Publication on our researcher support website (https://researchersupport.leeds.ac.uk/) with communication and dissemination to ensure wide awareness and understanding. Monitor access analytics and evaluate feedback to ensure it meets user needs. Progress is dependent on the delivery of Fairer Futures. | December 2023 | HR, OD&PL |  |  |
| **Leeds will regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices.**  **Both Managers and Researchers will engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution (ECI6/ECM5/ECR5)** | | | | | |
| Hold 2 open discussions a year with senior leaders including the DVCs, Dean of Research Culture, Chair of the Research Staff Development Steering Group and HR. | Successful events evidenced by attendance figures (40-50 ECRs per event). Topics raised at these fora feed into planning and development, and participants receive feedback on any resulting actions. | Ongoing - 2 per year | OD&PL |  |  |
| Introduce an annual UoL research staff survey to gather more detailed responses and increase response rates, in addition to pulse surveys and University wide surveys. Surveys will be aligned to avoid excessive repetition. | 1 per year, data on uptake and analysis of feedback. Completion of the survey aiming for 50% response rate; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders. | Initial survey September 2023 | OD&PL, ECRDSG |  |  |
| Undertake a pilot project to create Concordat Champions, institutional level postdoctoral representatives with a formal job role, rewarded by an honorarium. | Number of applications received. Recruitment of between 4-6 champions in the first year. Review roles annually. | First Champions recruited June 2023 | OD&PL |  |  |
| Facilitate quarterly action group meetings bringing together research staff and representatives with ideas feeding into the Research Staff Development Steering Group. | Quarterly meeting dates to align with ECRDSG for feedback. 50 active members in the first year with representation across all 7 faculties. | March 2024 | OD&PL |  |  |
| Host Concordat themed focus groups to ensure research staff have an opportunity to co-create our Concordat Implementation plan. | Quarterly starting April 2023, 3 principles: 6 focus groups, one in person and one online. 15-20 participants per theme increasing to 30 after one year. Attendance and positive feedback received by attendees. Sway resources for each principle will be created and shared as a resource ahead of the focus groups to facilitate discussions. | April 2024 | OD&PL |  |  |
| Participate in the Research Culture Cafes to share best practice, raise issues and propose solutions for change. | Cafes taking place 4 times per year with 75 attendees per year. Data from PULSE survey focused on awareness and usefulness of the cafes. Feedback received from discussions held at the cafe inform report sent to the RCSG. | March 2024 | OD&PL |  |  |
| **EC Theme 2: Positive Working Environments** | | | | | |
| **Leeds will promote a healthy working environment that supports researchers’ wellbeing and mental health through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues (ECI3). Managers and Researchers will take positive action towards maintaining their wellbeing and mental health (ECR3), including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity (ECM3 & ECR4).** | | | | | |
| Curate content and support covering wellbeing and mental health offered from the Leadership Team, Staff Counselling Service and Equality Inclusion Unit within the MS Team community and on the website | Asynchronous resources already in existence, raise awareness (monitor update via analytics). Increased awareness of our policies and where to locate them evaluated with pulse survey data. | Ongoing | Wellbeing, Safety and Health, Equality and Inclusion Unit, OD&PL, ECRDSG |  |  |
| Promote our Research Culture ‘tell us more’ anonymous feedback | Anonymous form promoted quarterly with a direct link from the Research Culture Community MS Team and Research Culture website. Submission notification by email, read and actioned within 7 days. | Ongoing | OD&PL and RC Team |  |  |
| Create a repository of HR policies, procedures and reporting processes in the MS Team community and website. | Creation of a hub within the MS Team, with launch communications. Evaluation feedback from pulse surveys and focus groups to ensure it meets user needs. | November 2023 | OD&PL |  |  |
| Undertake a scoping project to determine the development priorities of the managers, how best to engage with them and make recommendations for a new initiative to best support them. This will be done in collaboration with our Student Education team to ensure links between PGR supervision and academic personal tutoring. | Phase1: Initial scoping to include discussion groups, feedback from survey, gap analysis to be concluded by November 2023.  Phase2: Creation of a task and finish group for recommendations by May 2024.  Phase3: Implementation. | May 2024 | OD&PL |  |  |
| **Leeds will promote/develop/implement resources and logging mechanisms to ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health (ECI4).**  **Managers must undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work (ECM1)** | | | | | |
| All staff to complete our mandatory ‘An introduction to Equality and Inclusion Training’. | EIU to measure uptake via course analytics in Minerva. Increased completion statistics, aiming for over 80% completion rate for staff by Dec 2023. | Ongoing | EIU, HR, E&I Delivery Group |  |  |
| Signpost the range of materials and support offered through our Equality and Inclusion Unit. | Users reporting greater understanding of support services available and how to access them via survey data and focus group feedback. | Ongoing | OD&PL/EIU |  |  |
| Ensure Concordat actions are aligned with the University’s strategies and policies from the Equality and Inclusion Unit. | First alignment verification March 2023, then every 6 months with this implementation plan updated accordingly. | Ongoing | OD&PL/EIU |  |  |
| **Managers must consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers (ECM4)** | | | | | |
| Raise awareness of our flexible working policy and add to the repository of HR policies in the MS Team space. | Positive reports of researchers requesting flexible working arrangements via the ECR Action Group and our research staff survey. | Ongoing | OD&PL, HR, ECRDSG. |  |  |
| Highlight the ‘Supporting our ways of working’ development package to support remote/hybrid working offered through OD&PL. | Users reporting greater understanding of support services available and how to access them via survey data and focus group feedback. | Ongoing | OD&PL |  |  |
| **Researchers must actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students (ECR1)** | | | | | |
| Encourage Research Staff to participate in the Research Culture Cafes and ECR Action Group to share best practice, raise issues and propose solutions for change. | Promote the Cafes and Action on RSD and RC MS Teams community space and RC Newsletter, Monitor engagement and feedback. Quarterly meeting dates to align with ECRDSG for feedback. 50 active members in the first year with representation across all 7 faculties. | March 2024 | OD&PL |  |  |
| Provide funding and support to help create local school or faculty research staff groups or build and expand existing ones. | New scheme to launch March 2023. Creation of asynchronous resources followed by synchronous sessions to support prospective applicants. Support 6-7 groups in the first 12 months. | March 2023 and March 2024 | OD&PL |  |  |
| Research Staff to join the UoL mentoring scheme, promoting the benefits of being both mentor and mentee. | 100 Research Staff signed up to the mentoring scheme as either mentor or mentee. Increased number of mentor: mentee relationships. | November 2023 | OD&PL |  |  |
| Develop an introductory workshop on ‘What Research Culture is’ and how individuals/teams play a key role in setting the culture of their research area. | Create a short introductory module on the topic of Research Culture and how we are embedding it at Leeds, with 100 users in the first year. Develop a synchronous workshop with supporting materials to run twice per year. Evaluation and course feedback to ensure it meets user needs. | Oct 2023 | OD&PL |  |  |
| **EC Theme 3: Research Integrity** | | | | | |
| **Leeds will ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity (ECI5).**  **Managers and researchers must act in accordance with the highest standards of research integrity and professional conduct (ECM2), and with employer and funder policies related to research integrity, and equality, diversity and inclusion (ECR2)**  **Researchers will use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to research misconduct (ECR4).** | | | | | |
| New programme of development supporting responsible research and research integrity in line with our responsible metrics and open research statements, supported by a dedicated role in the Researcher Development and Culture Team, OD&PL. | Launch a new Responsible Research development programme.  Monitor uptake of the Research Integrity development programme and resources available on the Research Integrity part of our website. Immediate feedback indicating that provision meets their needs. | December 2023  March 2024 | OD&PL, Library |  |  |
| Successful implementation of the Research Integrity Concordat with action plan and annual reporting. | Submitted annual reports with updated progress and implementation plans to Universities UK. | Sept 2023 and Sept 2024 | OD&PL, Secretariat, RC, RIS, Library |  |  |
| Creation of a Research Integrity Steering group reporting into the Research Culture Steering group with responsibility for the RI Concordat. | Phase 1: Creation of a task and finish group to determine recommendations for longer term oversight.  Phase 2: Implementation of RI Steering Group reporting to the Research Culture Steering Group and RIB. | June 2023  August 2023 | OD&PL, Secretariat, RC, RIS, Library |  |  |
| Creation of webpages and resources to support the new Research Integrity provision. | Increased awareness of our provision and where to locate it from our research staff survey and feedback that it meets user needs. | May 2023 and Sept 2023 | OD&PL |  |  |
| Project to update our code of conduct and policies in line with the RI Concordat. | Once established the RI steering group will be tasked to create a code of conduct especially for RI. | March 2024 | OD&PL, Secretariat, RC, RIS, Library |  |  |

**Concordat Principle: Employment (E)**

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| **E Theme 1: Recruitment and Induction** | | | | | |
| **Leeds will ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices (EI1)** | | | | | |
| **Action** | **Success Measure** | **Timescale** | **Responsibility** | **Progress** | **Outcome** |
| Continue to develop recruitment guidance, processes and materials including the language we use and the person specification to attract a more diverse applicant pool. | Production of a Research Staff guide to promotion available on the HR and researcher support websites. Evaluation from survey data and focus groups to ensure it meets user needs. | November 2023 | OD&PL, HR |  |  |
| Continue to work across the sector to influence and implement initiatives like Narrative CVs and Resume for Research and Innovation. | Engagement with initiatives including the UKRI Alternative Uses Group, Researchers 14 and the N8 PDRA group. | Ongoing | OD&PL |  |  |
| Where possible, build on our [best practice of sharing interview questions in advance](https://sway.office.com/pifa6hjQnkBUoG5g?ref=Link) to create a more level playing field for candidates. | Increased reader analytics on the open access case-study currently 3113 views. | Ongoing | OD&PL, HR |  |  |
| Work with HR to create an updated job specification for research staff that recognises the wider contributions they make and values more diverse forms of research outputs | Phase 1: Complete a mapping to determine the range of activities research staff perform across the disciplines.  Phase 2: Initiate a project with HR to update recruitment materials and promotion criteria to reflect the role of a member of research staff. | February 2024  March 2025 | OD&PL, HR |  |  |
| **Leeds will provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position (EI2)** | | | | | |
| Development of a new welcome package ‘Supporting you as a researcher at Leeds’ hosted in our research staff community of practice. To include:   * All new researchers will be added on a monthly basis and signposted to materials and information * Creation of a ‘one-stop’ repository pulling together all relevant information including HR policies, guidance and development opportunities * Guides to support researchers in the first 3 years of their employment, highlighting information at appropriate points, for example probation guides, SRDS information and redeployment. | Over 60% Good/Very good satisfaction levels from researchers, measured via a research staff survey.  Regular welcome events running, aiming for 50% of new starters to engage in induction. Researchers’ feedback indicates that induction contributed to their feeling valued by the university.  Launch of the repository on our Research Staff Community MS Team with communication and dissemination to ensure wide awareness and understanding. Monitor access analytics.  HR to include a link to the guidance in welcome resources for new staff. | March 2024  November 2023 | OD&PL, HR |  |  |
| **Managers and Researchers will familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of their grant funders (EM2 and ER1), and understand their reporting obligations and responsibilities (ER2)** | | | | | |
| Following completion of our Fairer Futures initiative a new version of our ‘UoL Guidance on the Employability of Research Staff’ will be created in line with our new policies on recruitment and retention of staff. | Publication on our researcher support website (https://researchersupport.leeds.ac.uk/) with communication and dissemination to ensure wide awareness and understanding. Monitor access analytics and evaluate feedback to ensure it meets user needs. Progress is dependent on the delivery of Fairer Futures. | December 2023 | HR, OD&PL |  |  |
| **E Theme 2: Reward and Recognition** | | | | | |
| **Leeds will provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers’ contributions, and the diversity of personal circumstances (EI3) to enable managers to commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion, and reward of researchers (EM3)** | | | | | |
| Work with HR to produce a Research Staff guide to promotion, or other supporting resources. | Production of a Research Staff guide to promotion available on the HR and researcher support websites. Evaluation from survey data and focus groups to ensure it meets user needs. | November 2023 | OD&PL HR |  |  |
| Review relevant HR policies, training and guidance to ensure that they are in-line with our requirements as a signatory to DORA and our institutional Responsible Metrics implementation plan. Update training and guidance where required. | Completed review of HR policies and publication of our DORA / Research Metrics action plan and strategy. | Ongoing | OD&PL, HR, Library |  |  |
| Support the retention of our Research Staff through our redeployment process by providing clear guidance to outline the scheme and increase engagement. | Establish baseline number of users and successful redeployees for future evaluation.  Guidance available to researchers and increased number of research staff joining redeployment, with feedback showing it meets user needs. | November 2023  February 2024 | HR, OD&PL, ECRDSG |  |  |
| Continue to promote the guidance on Named Researcher and Researcher Co-I status for recognition on funding proposals. | Increased awareness of the policy and an increase in the number of submitted applications including a NR or R-CoI. | Ongoing | OD&PL, RIS |  |  |
| **E Theme 3: People Management** | | | | | |
| **Leeds will provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent (EI4) and managers will undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care (EM1)** | | | | | |
| Undertake a scoping project to determine the development priorities of the managers, how best to engage with them and make recommendations for a new initiative to best support them. | Phase1: Initial scoping to include discussion groups, feedback from survey, gap analysis to be concluded by November 2023.  Phase2: Creation of a task and finish group for recommendations by May 2024  Phase3: Implementation | May 2024 | OD&PL |  |  |
| Promote LinkedIn Learning as a resource for researchers with curated collections including project management. | OD&PL Comms campaign to promote awareness, resulting in an increased participation number. Evaluation from survey data and users to show this meets user needs. | October 2023 | OD&PL |  |  |
| **Leeds will ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation (EI5).**  **Managers and researchers will actively engage in regular constructive performance management discussions and reviews (EM4 and ER3)** | | | | | |
| Work with HR to ensure all guidance around appraisal, promotion and workloads are developed in line with our institutional behaviours, and other institutional policies including the Concordat, Research Integrity, ED&I and Research Metrics. | Feedback on resources available showing they meet the needs of the user. Score over 60% Good/Very good satisfaction levels from questions on research culture, measured via a research staff survey. | September 2024 | HR, OD&PL, ECRDSG |  |  |
| Create guidance to support SRDS reviews to assist both researchers and reviewers. | Guidance available to researchers and reviewers. Positive feedback on the guide and its use. | July 2023 | OD&PL, HR ECRDSG |  |  |
| **E Theme 4: Employment Prospects** | | | | | |
| **Leeds will seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress (EI6)** | | | | | |
| Our new Fairer Futures initiative will reduce the number of fixed term contracts in use, with researchers moving onto ongoing contracts after 3 years employment where appropriate, and we will simplify the number of contracts in use across our institution. | Less than 30% of research staff on fixed-term contracts longer than 2 years in duration. Increased number of research staff moving to ongoing contracts after 2 years’ service. | September 2024 | HR |  |  |
| Project to identify researchers with 12 months left on their contract to provide effective career development support through our existing Career Development programmes (Career Architect, Career Accelerator or Career Catalyst) to help them secure their next role. | Regular monthly updates from HR showing contracts with less than 12 months. 70% of research staff contacted and engaged with our provision. | September 2023 | OD&PL, HR |  |  |
| Continue to participate and work as part of Researchers14 and N8PDRA groups to share best practice and engage with funders. | Continued membership and representation with external groups. | Ongoing | OD&PL |  |  |
| **Leeds will consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making (EI7). Managers and researchers must contribute to relevant policy development within their institution (EM5 and ER4)** | | | | | |
| Continue to ensure research staff have representation at committee level. | Greater participation of research staff in appropriate committees eg 7 RS on Faculty Research and Innovation Committees. Above 50% recognition scores in survey responses. Researchers and other committee participants can identify the value added. | Ongoing | ECRDSG, RCSG |  |  |
| Undertake a pilot project to create Concordat Champions, institutional level postdoctoral representatives with a formal job role, rewarded by an honorarium. | Number of applications received. Recruitment of between 4-6 champions in the first year. Review roles annually. | First Champions recruited June 2023 | OD&PL |  |  |
| Facilitate quarterly action group meetings bringing together research staff and representatives with ideas feeding into the Research Staff Development Steering Group. | Quarterly meeting dates to align with ECRDSG for feedback. 50 active members in the first year with representation across all 7 faculties. | March 2024 | OD&PL |  |  |
| Host Concordat themed focus groups to ensure research staff have an opportunity to co-create our Concordat Implementation plan. | Quarterly starting March 2023, 3 principles: 6 focus groups, one in person and one online. 15-20 participants per theme increasing to 30 after one year. Attendance and feedback received by attendees. Sway resources for each principle will be created and shared as a resource ahead of the focus groups to facilitate discussions. | March 2024 | OD&PL |  |  |
| Participate in the Research Culture Cafes to share best practice, raise issues and propose solutions for change. | Cafes taking place 4 times per year with 75 attendees per year. Data from PULSE survey focused on awareness and usefulness of the cafes. Feedback received from discussions held at the cafe inform report sent to the RCSG. | March 2024 | OD&PL |  |  |

**Professional and Career Development (PCD)**

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| **PCD Theme 1: Creating a Development Culture** | | | | | |
| **Leeds will continue to provide opportunities and structured support for researchers to engage in a minimum of 10 days’ professional development pro rata, per year, whilst recognising that researchers will pursue careers across a wide range of employment sectors (PCDI1)**  **Managers must allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development (PCDM3) and Researchers must take ownership of their career, be pro-active and identify opportunities to work towards their career goal and engage in a minimum of 10 days’ professional development pro rata, per year (PCDR1)** | | | | | |
| **Action** | **Success Measure** | **Timescale** | **Responsibility** | **Progress** | **Outcome** |
| Ongoing career development from the researcher development team in OD&PL, to ensure that researchers maintain the currency of their skills and are also well equipped for future career progression. | Research staff developmental opportunities and increased RS engagement with provision. Evaluation from survey data and focus groups to show the development meets their needs. | Ongoing | OD&PL |  |  |
| Expand existing capacity within the researcher development and culture team with the recruitment of a new Researcher Development Advisor to support career development. | Recruitment of a Researcher Developer with careers consulting experience. | July 2023 | OD&PL |  |  |
| Creation of a policy to support the 10 days development time per year in Research Staff contracts. | Creation and launch of the new policy, with communications to raise awareness. | May 2024 | HR, OD&PL |  |  |
| Investigate ways to govern the 10 days, in line with a new policy including recommendations for a reporting and monitoring procedure. | Recommendations taken to the ECRDSG and Research Culture Steering Group for implementation. | May 2024 | OD&PL, ECRDSG, RCSG |  |  |
| Implement a new Career Planning tool to enable researchers and managers to discuss, plan, record and review the researchers’ 10 days’ activities. | Recommendations taken to the ECRDSG and Research Culture Steering Group for implementation. | May 2024 | OD&PL, ECRDSG, RCSG |  |  |
| Convene 2 roundtables a year with researchers and research leaders to discuss career development topics and create a dialogue about researcher careers, thereby normalising career conversations in academia. | Two events with at least 12 participants on each, a mix of stakeholders with positive post event feedback for attendees. Survey data showing at least 60% or researchers have a career development discussion with their manager. | April 2024 | OD&PL |  |  |
| **Leeds will monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews (PCDI6)** | | | | | |
| Continue to collect data on registrations, access to guidance materials, data analytics, feedback and survey responses.  Create an annual report for Research and Innovation Board, Concordat governance reporting. | Increasing numbers of researchers engaging with our current and new provision.  Survey responses to reflect increased numbers of research staff undertaking 10 days development.  Positive feedback that resources and opportunities meet their needs.  Analytics success measures as mentioned throughout this plan.  Reports published online | March 2024 | OD&PL, ECRDSG, RIB |  |  |
| Introduce an annual UoL research staff survey to gather more detailed responses and increase response rates, in addition to pulse surveys and University wide surveys. Surveys will be aligned to avoid excessive repetition. | 1 per year, data on uptake and analysis of feedback. Completion of the survey aiming for 50% response rate; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders. | Initial survey September 2023 | OD&PL, ECRDSG |  |  |
| **Leeds will recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this (PCDI5)** | | | | | |
| Continue to build a culture around Careers with Research through the dedicated Researcher Development and Culture team in OD&PL | Survey data and feedback from users of this support finds that it meets their needs. | March 2024 | OD&PL, ECRDSG |  |  |
| Run our BOOST programme, a 12 month pick and mix development package to equip researchers with a range of career management skills and experience. | Annual BOOST programme launched January of every year with at least 2 events per month. Increased levels of engagement with asynchronous and synchronous opportunities measured by survey data and attendee feedback. | January 2024 | OD&PL |  |  |
| Undertake a project to look at implementing secondments or shadowing opportunities to showcase the range of roles our researchers move into. | Delivery of a feasibility plan created in partnership with Research Culture and HR. | May 2024 | OD&PL, HR, RCSG |  |  |
| Build a bank of case-studies and/or podcast interviews with former researchers at Leeds to show the breadth of career paths open to them. | Release of 8 episodes as part of a careers focussed season on our Research Culture Uncovered podcast with 250 downloads in the first 6 months. | Oct 2023 | OD&PL |  |  |
| **Managers must engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development (PCDM5)** | | | | | |
| Develop new cohort-based programmes and self-guided resources for managers to support research culture and research leadership, with an emphasis on career development | Phase1: Initial scoping to include discussion groups, feedback from survey, gap analysis to be concluded by November 2023.  Phase2: Creation of a task and finish group for recommendations by May 2024  Phase3: Implementation | May 2024 | OD&PL |  |  |
| **PCD Theme 2: Career Discussions and Planning** | | | | | |
| **Leeds will provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers (PCDI2)**  **Managers and Researchers must prepare for and positively engage in regular career development discussions with each other, including holding a career development review at least annually (PCDM1) and Researchers must engage in development opportunities to maximise their career conversations with their managers (PCDR4).** | | | | | |
| Create guidance to support SRDS reviews to assist both researchers and reviewers | Guidance available to researchers and reviewers. Positive feedback on the guide and its use. | July 2023 | OD&PL, HR ECRDSG |  |  |
| Promote Management Essentials training for new probation reviewers, similar to our current SRDS training | OD&PL Comms campaign to promote awareness, resulting in an increased participation number. Evaluation from survey data and users to show this meets user needs. | October 2023 | OD&PL |  |  |
| Run our two complementary 'How to Hold Effective Career Conversations with Managers or Researchers' workshops to equip managers to have effective, honest careers conversations with their Research Staff, supported by the creation of self-guided materials; as well as offering resource for researchers. | Focus group to establish current challenges, with at least 12 research managers to understand needs and expectations; also separately with researchers to ensure the programme delivers. Launch of the guidance with communications to raise awareness, with initial feedback from users that it meets their needs. | December 2023 | OD&PL |  |  |
| **Researchers must maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications (PCDR3)** | | | | | |
| Implement a new Career Planning tool to enable researchers and managers to discuss, plan, record and review the researchers’ 10 days career development activities. | Recommendations taken to the ECRDSG and Research Culture Steering Group for implementation. | May 2024 | OD&PL, ECRDSG, RCSG |  |  |
| **PCD Theme 3: Development Opportunities** | | | | | |
| **Leeds will ensure that researchers have access to professional career management support, across a breadth of careers (PCDI3) and enable them to explore and position themselves for all career directions online and in person. (PCDM2)**  **Researchers will explore and consider a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments (PCDR2)** | | | | | |
| Continue to build a culture around Careers with Research through a dedicated team in OD&PL with funding for a Careers with Research Consultant | Research staff developmental opportunities and increased RS engagement with provision. Evaluation from survey data and focus groups to show the development meets their needs. | Ongoing | OD&PL |  |  |
| Create a repository of resources on the Research Staff community MS Team Publish with a range of career guides to support writing CVs, applications and preparing for interviews | Creation of a careers hub within the MS Team, with launch communications. Evaluation feedback from pulse surveys and focus groups to ensure it meets user needs. | January 2024 | OD&PL |  |  |
| Transform our successful 'Career Architect' cohort programme into a more accessible blended learning format and offer elements of it more widely covering all careers research | Running first pilot in a blended format in September 2023, with a second cohort in summer 2024. Feedback from attendees that it meets their needs. 50% of participants from pilot one securing their next role. | July 2024 | OD&PL |  |  |
| Project to identify researchers with 12 months left on their contract to provide effective career development support through our existing Career Development programmes (Career Architect, Career Accelerator or Career Catalyst) to help them secure their next role. | Regular monthly updates from HR showing contracts with less than 12 months. 70% of research staff contacted and engaged with our provision. | September 2023 | OD&PL, HR |  |  |
| Continue to offer our ‘Career Accelerator’ programme | Running two cohorts per year with 50% of participants securing their next role within 6 months of the programme ending. | March 2024 | OD&PL |  |  |
| Roll out our Career Catalyst programme from a pilot stage across our researcher community, retaining the hybrid learning offer (self-guided and optional peer-to-peer interaction). | Running one cohort in the first year increasing to 2 if there is demand. | March 2024 | OD&PL |  |  |
| Run our BOOST programme, a 12 month pick and mix development package to equip researchers with a range of skills and experience | Annual BOOST programme launched January of every year with at least 2 events per month. Increased levels of engagement with asynchronous and synchronous opportunities measured by survey data and attendee feedback. | January 2024 | OD&PL |  |  |
| Engage with the ECR Action Group meetings and Professional and Career Development focus groups to ensure career development opportunities meet needs | Quarterly meeting dates to align with ECRDSG for feedback. 50 active members in the first year with representation across all 7 faculties. | March 2024 | OD&PL |  |  |
| Introduce monthly “Careers with Peers” discussion topics for peer-to-peer learning | Running one discussion per month, building attendance over a 6 month period. | March 2024 | OD&PL |  |  |
| Host “In Career Conversation with …” recorded conversations with researchers from the University of Leeds who have moved into a wide variety of career paths, using their research background as a steppingstone via our Research Culture Uncovered podcast and case-studies | Release of 8 episodes as part of a careers focussed season on our Research Culture Uncovered podcast with 250 downloads in the first 6 months | Oct 2023 | OD&PL |  |  |
| **Researchers must consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation (PCDR6)** | | | | | |
| Encourage researchers to join, and be active members of, our community of practice: Engaged Research MS Team . | Monitor membership of the Team and analytics for usage. We will also monitor take-up of opportunities marketed via the Team. | March 2024 | OD&PL, RIS |  |  |
| Extend our responsible research and innovation workshops to research staff cohorts | Pilot one cohort using a blended format with 24 participants. Evaluate the course structure and content using feedback. | October 2023 | OD&PL, RIS |  |  |
| Promote our resources for engaging with policy, Parliament and the UK government and other impact pathways that we have developed with an international development group of universities and Epigeum. We will monitor usage via LinkedIn Learning | Monitor usage via LinkedIn Learning (unique users over a 90-day period and total users) and Microsoft 365 analytics (monitoring increases in usage every 90 days). | March 2024 | OD&PL, RIS |  |  |
| Promote engagement with our Michael Beverley Innovation Fellowship Programme with access to an inspiring network of trusted business experts, senior academics and University of Leeds alumni, through our Massachusetts Institute of Technology (MIT) based mentoring programme and any future iterations of the programme. | Monitor uptake for each cohort and survey past cohorts to understand its longer-term benefits. | March 2024 | OD&PL, RIS |  |  |
| **PCD Theme 4: Research Identity** | | | | | |
| **Leeds will provide researchers with opportunities, and time, to develop their research identity and broader leadership skills (PCDI4).**  **Managers will identify opportunities and allow time (in addition to the 10 days’ professional development allowance), for their researchers to develop their research identity and broader leadership skills and provide appropriate credit and recognition for their endeavours (PCDM4); whilst researchers will seek out, and engage with, opportunities to develop their research identity and broader leadership skills (PCDR5)** | | | | | |
| Pilot an opportunity for Research Staff to engage with leadership development with a new cohort-based programme | Running first pilot in a blended format in July 2023 with 24 participants, with a second cohort in summer 2024. Feedback from attendees that it meets their needs. | July 2023 | OD&PL |  |  |
| Research Staff to join the UoL mentoring scheme, promoting the benefits of being both mentor and mentee | 100 Research Staff signed up to the mentoring scheme as either mentor or mentee. Increased number of mentor: mentee relationships. | November 2023 | OD&PL |  |  |
| Fund a pilot for the UKCGE Associate Supervisor programme to encourage Research Staff to get recognition for their supervisory practice. | Support 50 + applications in the first year with a view to expanding this in subsequent years with appropriate resource ie fees, application writing coaching etc. HR to recognise this award as evidence in promotion applications. | December 2023 | OD&PL |  |  |
| Continue to support fellowship applicants in collaboration with Research and Innovation Service and provide realistic information on opportunities. | Providing support sessions for fellowship applicants including Resume for Researchers, Research Culture, Interview techniques. Running 4 times per year in line with UK funding calls. | Ongoing | OD&PL, RIS |  |  |
| Produce a new funding and fellowship pathway to support researchers wanting to explore funding and an independent research identity. | Publication of guides on the funding section of our researcher support website and creation of a hub in the Researcher Development MS Team. | September 2023 | OD&PL, RIS |  |  |
| Continue to promote participation in PRiSE to encourage Research Staff to get HEA accreditation for their teaching practice. | A 20% increase in the number of research staff gaining Associate Fellow or Fellow status of the HEA. | Ongoing | OD&PL |  |  |
| Promote Researcher@library resources alongside our responsible research development to support academic outputs, open access and data management. | Links to Researcher@library on the researcher support website and included in relevant development materials. | Ongoing | OD&PL, Library |  |  |