

The University of Leeds Concordat Revised Implementation Strategy January 2013 - December 2014

Action 2010-12	Strategic Lead	Lead Responsibility	Deadline	Progress 2010-12	New Actions and Progress (post-CROS) 2013- 2014
<p>1. Gap: Results from CROS 2009 indicate that a third of Research Staff (RS) within the University of Leeds (UoL) are not aware of <i>the Concordat to Support the Career Development of Researchers (Concordat)</i>.</p> <p>Action: Continue to promote the <i>Concordat</i> and distribute to all newly appointed RS via central or faculty HR.</p>	<p>PVC for Research and Innovation in conjunction with the University's internal committee structure.</p>	<p>Staff and Departmental Development Unit (SDDU), working with Human Resources (HR) Managers Forum.</p>	<p>Awareness to be reviewed in Spring 2011 via CROS.</p>	<p>CROS 2011 results showed that 52.9% of respondents were not aware of <i>Concordat</i>.</p>	<p>Action: Increased promotion of <i>Concordat</i></p> <p>Progress:</p> <ol style="list-style-type: none"> 1. RS-focussed website live from autumn 2013 http://www.sddu.leeds.ac.uk/sddu-research-staff.html 2. CROS 2013 showed a further decline in awareness: 73% were not aware of <i>Concordat</i>. Consultation meetings with RS and Principal Investigators (PIs) March 2014 were called to discuss outcomes of CROS 2013 and to discuss actions to raise further awareness of the <i>Concordat</i>. 3. New starter data received by SDDU specialist trainer for RS monthly from October 2014 and used to update the RS mailing list. From November 2014 a welcome e-mail will be sent from the specialist RS developer that includes links to the <i>Concordat</i> and the UoL <i>Guidance on the Employment of Researchers (the Guidance)</i>. <p>Action: Reinforce the importance to faculty HR staff of re-iterating the <i>Concordat</i> message to newly-appointed staff:</p> <p>Progress:</p> <ol style="list-style-type: none"> 4. The information given at faculty and school inductions for new RS to reinforce other messages about the <i>Concordat</i> was reviewed in October 2014 by HR. Some currently provide links or documents as part of their induction process. All will implement this by end of academic session 2014/15. 5. Consultation meetings at 2 above included the Director of HR.

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<p>2. Gap: The UoL has had a Policy on the Employment of Researchers which was informed by the 1996 <i>Concordat</i> and subsequently revised in line with the 2008 <i>Concordat</i>. However, the gap analysis undertaken in March 2010 identified a number of University policies/initiatives relevant to <i>The Concordat</i> and to RS that are not referred to in the current version of the Policy.</p> <p>Action: (i) The existing Policy will be updated to include information on all University policies relevant to the <i>Concordat</i> and to RS. (ii) Distribute to all newly appointed RS, together with <i>Concordat</i> (action 1) via central or faculty HR.</p>	<p>PVC for Research and Innovation through the University's internal committee structure</p>	<p>SDDU to update the Policy and liaise with HR to ensure distribution to all newly appointed RS.</p>	<p>November 2010 for the update with subsequent annual revisions.</p>	<p>Due to the University's strategic review of Roberts-funded provision and updating of other University policies, the re-launch was moved to October 2012. Document is now referred to as the <i>Guidance on the Employment of Researchers (the Guidance)</i>. This was promoted across the University</p>	<p>Action: Increased promotion through:</p> <p>6. See 1, 2 and 3 above 7. A re-launch event did not take place.</p>

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<p>3. Gap: The <i>Researcher Development Framework (RDF)</i> for all researchers is due to launch in late 2010. The University is also developing a <i>Next Generation Researcher</i> framework. Training and development needs to be aligned with these frameworks.</p> <p>Action: (i) Align training and development provision for researchers with the <i>Researcher Development and Next Generation</i> frame-works. (ii) Promote the <i>Researcher Development and Next Generation</i> frameworks to researchers and research leaders through the refreshed <i>Guidance</i> and other means.</p>	<p>PVC for Research and Innovation through the University's internal committee structure.</p>	<p>SDDU in collaboration with the Pro-Deans for Research/ Faculty Research and Innovation Committees.</p>	<p>Continued development throughout the remainder of 2010 and 2011</p>	<p>The RDF is promoted across the University and provision for researchers has been aligned to it.</p>	<p>Action: Develop a pathway approach to formulating 'packages' of training for RS aimed to assist them (and their PIs) to identify the most appropriate development opportunities available to them at different career stages, either within or outside of academia.</p> <p>Progress:</p> <p>8. Pathways publicised and packages of courses launched January 2014. See http://www.sddu.leeds.ac.uk/sddu-research-staff.html</p> <p>Twelve new courses were offered with 24 places available on each. Four were oversubscribed and a further five had >90% uptake. A 50% increase in the number of courses that were oversubscribed will be offered in 2014/15.</p>
<p>4. Gap: 74% of CROS 2009 respondents were "fully" aware and 21.9% were "partially" aware of the training and development opportunities provided centrally. However additional comments indicated a clear lack of awareness as to the nature of this provision and its suitability for RS.</p> <p>An approach to improving the methods for communicating with RS has been developed, although progress in implementing it has been</p>	<p>PVC for Research and Innovation through the University's internal committee structure</p>	<p>SDDU in collaboration with other central service training providers and the faculties.</p>	<p>Continued development throughout the remainder of 2010 and 2011 with a review in Spring 2011 via CROS.</p>	<p>CROS 2011 results showed 95.2% of respondents very/partly aware of provision offered centrally and 78.8% very/partly aware of faculty-based provision.</p> <p>The University participated in the national Principal Investigators and Research Leaders Survey (PIRLS) in May 2011. Results from this</p>	<p>Action: Develop and promote professional and career development opportunities and facilitate personal career planning</p> <p>Progress:</p> <p>9. The proportions of 2013 CROS respondents (47.5% response rate) who had been encouraged to engage in their personal development and who had a career development plan were 80% and 59% respectively v. 75% and 54% in 2011 against 73% and 51% Russell Group average for 2013.</p> <p>10. 85% of 2013 respondents were satisfied with the range of training and development</p>

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<p>limited. One highlighted area for improvement is a lack of awareness amongst RS of the support available to them through the University's Careers Service.</p> <p>Action: Faculty and central service training providers will continue to work together to review, refresh and develop their approach to supporting the career development of RS.</p>				<p>survey will be used, alongside CROS 2011 results, to inform the development and promotion of training and development opportunities for RS throughout 2011/12</p>	<p>opportunities available and 81% found them easy to access.</p> <ol style="list-style-type: none"> 11. As 1 above. 12. To support RS seeking an academic position we offer the <i>Postdoc to PI</i> pathway and hold several workshops including <i>Planning the Next Steps in Your Academic Career</i> plus lunchtime Q and A sessions with academics. 13. Structured workshops supporting grant and fellowship applications run over several weeks for EPSRC, ESRC and NERC schemes. Support for applications to the remaining funders will be introduced in 2014/15. 14. The <i>University of Leeds Career Architect Programme</i> was launched by SDDU in 2013 to provide targeted careers information, careers skills development and careers coaching for postdoctoral staff. 24 took part in Year 1 with more than 50% gaining research-level or professional employment either during or soon after the Programme. 32 places will be provided in 2014/15. 15. The role of the University Careers Centre vis-à-vis RS is being reviewed with a view to greater collaboration with SDDU.

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<p>5. Gap: The University's Policy on the Employment of Researchers states that Heads of Schools should ensure that all RS "have the opportunity to have a mentor" and that line managers should "work with the researcher to help them to develop their career by guiding and helping them to choose a mentor." However, as indicated by CROS 2009, provision and quality of support by mentors is variable</p> <p>Action: Reinforce the importance of providing the opportunity for RS to have a mentor. Provide additional support/information about mentoring. Encourage sharing of good practice, led by faculties in which mentoring has proved successful.</p>	<p>PVC for Research and Innovation through the University's internal committee structure</p>	<p>SDDU in collaboration with the Pro-Deans for Research/ Faculty Research Committees</p>	<p>Continued development throughout the remainder of 2010 and 2011</p>	<p>CROS 2011 results show that 28.6% of respondents have a mentor, compared with 36.5% in CROS 2009.</p> <p>Expansion of the Personal Advancement for Career and Employability (PACE) mentoring scheme.</p> <p>RS applying for fellowships and first grants are required to have a mentor.</p> <p>New University website on mentoring, with extensive resources, launched in summer 2012</p> <p>Although mentoring is acknowledged as important for career development, the March 2014 meetings with RS and PIs confirmed that it remains patchy across the University. Staff and administrative costs remained challenging.</p>	<p>Action: Seek an affordable institution-wide solution to facilitate mentoring</p> <p>Progress:</p> <p>16. Investigate platforms and schemes such as University of Stirling's SUMAC platform</p> <p>17. The new RS web pages provide a link to SDDU's resource-rich mentoring website: http://www.sddu.leeds.ac.uk/sddu-control-career.html. This resource is promoted at every opportunity.</p>