

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
Theme 1: Communication, consultation and engagement with research staff on management, decision-making and implementation				
<p>To recognise the importance of Research Staff (RS) contribution and concerns at a corporate level by:</p> <ul style="list-style-type: none"> Addressing gaps in the provision of fora for RS to offer their perspectives, input and contribution via social, research, advisory and managerial decision-making groups. Providing further opportunities for RS to discuss and present their collective views and to influence relevant organisational strategies and progress. Enhancing the recognition and status accorded to RS through regular good publicity of their achievements at University level. Attracting, retaining and promoting sector-leading researchers through regular review of best practice in the recruitment and employment of RS and of the University's own Guidance on the Employment of Researchers http://www.sddu.leeds.ac.uk/uploaded/research-docs/Employment_of_Researchers_Guidance_Oct2012_Final_1.pdf on this. 	2, 5	<p>Senior Research Training and Development Officer, Staff and Departmental Development Unit (SDDU)</p>	<p>A specialist Research Staff Training and Development Officer will work with peer-led early career researcher groups to support their professional goals by:</p> <ul style="list-style-type: none"> Establishing a forum for RS to strengthen their voice, profile and recognition at school and faculty level. January-July 2015 Providing a feedback mechanism to the Researcher Development Steering Group and to the CROS/PIRLS Co-ordinator. Quarterly 2015-18 	<p>1. Improved measures of satisfaction related to communication and employee esteem in CROS 2015 and 2017.</p>
		<p>PVC Research and Innovation (R&I) and R&I Board</p>	<p>Seek to establish a mechanism for ensuring that RS have appropriate representation on school, faculty and other suitable committees. In order to identify current RS representation on such, Professor David Hogg, Pro-Vice Chancellor Research and Innovation to request an audit of current RS representation with a view to strengthening participation if and where necessary, via Research and Innovation Board.</p> <p>Audit Jan-Feb 2015 and review Jan-Feb 2016</p>	<p>2. Improved appropriate representation against the audit.</p>
		<p>Human Resources (HR) Director and SDDU Director</p>	<p>Provision of annual open forum with PVC R&I and HR Director.</p> <p>Post CROS 2015 and 2017</p>	<p>3. See 1</p>
<p>Human Resources (HR) Director and SDDU Director</p>	<p>Engage in regular intelligence gathering and professional involvement at a sector level via Universities Human Resources, Universities Colleges Employers Association and other national fora.</p> <p>Give relevant feedback to the University's Senior Management Team, HR and staff development managers via their regular operational meetings. Input to Athena SWAN Steering Group and Faculty Self-Assessment Teams.</p> <p>Weekly, monthly or quarterly as scheduled.</p>	<p>4. Sector-leading employer status retained, as evidenced in improved measures of satisfaction related to communication and employee esteem in CROS 2015 and 2017.</p>		

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
<ul style="list-style-type: none"> Ensuring continued understanding and application of the <i>Concordat Principles</i> http://www.sddu.leeds.ac.uk/index.php?p=research-staff-as-employees worked out through this Guidance. 		Principal Staff Development Adviser, SDDU / Deputy HR Director	Researcher Development Steering Group and HR Manager meeting to review University of Leeds (UoL) <i>Guidance on the Employment of Researchers</i> in the light of annual open meetings. Spring meeting annually 2015-18.	5. Improved measures of satisfaction related to communication and employee esteem in CROS 2015 and 2017.
		University Communications (Comms) Team	University Communications Team will: <ul style="list-style-type: none"> Start collating media/social media training events hosted by Research Councils to share with SDDU and RS networks. Autumn 2014. Progress case study work for http://comms.leeds.ac.uk/, to include case studies of successful RS achieving positive media coverage for their research. Online by end of 2015. 	6. Appropriate case studies of those taking part in external training or achieving external media coverage.
		Senior Research Training and Development Officer, SDDU	SDDU will provide training courses in <i>Working with the Media</i> and <i>Blogging for Research Impact</i> for RS 2015-2018, involving the Press Office in delivery. To be measured annually each September.	7. Coverage and participation increased by a third on 2013-14 levels.
Theme 2: Research staff profile, reputation and CV building				
To enhance opportunities for RS to showcase their research and to network internally and externally for career development.	2, 3, 4, 5	PVC R&I and Director of Innovation and Enterprise Partnerships	High-quality opportunities for RS will be provided as part of UoL strategy to expand its innovation and enterprise activities in the Leeds City and Region. RS involvement is being built into the structure and programme planning for the new University Innovation and Enterprise Centre. Coming on stream 2015-16. To be measured annually from inception. Increased opportunities for RS via funded industrial placements and internships developed, building on good practice in Medical Technology area with Wellcome Trust Institutional Strategic Support Funding and £1 million matched funding 2015-17. The Award Holders, led by the Dean of Medicine and Health, Professor Paul Stewart, to plan for RS involvement in activities such as external research and clinical secondments and external fellowship applications.	8. Number RS taking part in UIEC events / activities. 9. Number of RS participating in placements annually to end of funding period. 10. Number of RS with outputs that include partners external to host School annually to end of funding period. 11. Number of ISSF-funded RS submitting external fellowship applications annually.

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
Theme 3: Opportunities for research staff to teach and to gain recognition for teaching				
To provide greater support and consistency of opportunities and rewards for career development via teaching.	3, 4, 5, 6	SDDU	Raise the involvement of RS in teaching at Directors of Student Education forum with a view to exploring the feasibility of developing a code of practice for RS who teach. Senior SDDU staff representative will raise with Directors of Student Education at their December 2014 meeting.	12. Feasibility study completed by end of 2015.
			Continue to provide training for RS who teach, through short courses and, as resources permit, a credit-bearing award. Continue to promote the UK Professional Standards Framework (UKPSF@Leeds) which is open to individual application by research staff.	13. Number of RS undertaking training each year. 14. Number of RS taking part and achieving certification and membership of Higher Education Academy, at September 2015, 2016 and 2017.
			Faculty of Maths and Physical Sciences considering a pilot scheme to extend contracts by 12 months to enable RS to gain teaching experience. Faculty to complete feasibility study in 2015 for potential roll-out in 2016.	15. Outcomes of feasibility review and potential pilot.
		SDDU/FHRM	Annual review of the <i>Guidance</i> as it relates to teaching. July-August 2015, 2016, 2017, 2018.	16. <i>Guidance</i> in use and acted upon.
			Regular training of Principal Investigators (PIs) on the <i>Guidance</i> and promotion criteria as they relate to rewarding and providing opportunities to advance professionally via teaching experience and skills gained.	17. Number of PIs trained annually.

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
Theme 4: Mentoring				
Strengthen opportunities, provision and resources for the mentoring of RS as part of support for both their career development and general continuing professional development.	2, 3, 4, 5, 6	SDDU	Further publicise online resources for finding a mentor for yourself http://www.sddu.leeds.ac.uk/sddu-mentoring.html via RS web pages, ECR and Staff Association fora. Introduce UoL questions in CROS 2015 to ask how many have accessed the online mentoring guidance and to ask "Do you have a mentor?" March-Jun 2015	18.Improved response to mentoring question in CROS 2017.
		HR	Promote mentoring as a form of citizenship service across the University by embedding mentoring as an example of good practice in all HR processes. January-December 2015	19.Increased number of mentors.
		HR/SDDU	Investigate approaches to mentoring at other HEIs including online database schemes. Promote mentoring as a key part of academic leadership and citizenship in promotions guidance.	20.Clear plan developed by September 2015 for supporting mentoring organisation-wide.
Theme 5: Staff Review and Development Scheme (SRDS) and probation processes				
To strengthen RS review and development processes where needed by: <ul style="list-style-type: none"> • Bringing consistency to induction information and processes across UoL. • Bringing consistency of training and standards to the SRDS process by those people managers who conduct these and 	2, 3, 4, 5, 6	HR/SDDU	Guidance on the Employment of Research Staff documentation or links to be included at Induction in all faculties. The remaining four out of nine faculties will add this to their Induction Packs in 2014-15 cycles.	21.University-wide coverage.
			People-management, including the conduct of SRDS meetings, should be referred to in a PI's annual discussion of their leadership role. SRDS training and briefing notes to make it clear that this is expected. Jan-Sept 2015.	22.Amended SRDS Briefing Notes.

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
<p>to Faculty HR staff in a) following-up/auditing and b) using meta SRDS data for organisational development.</p> <ul style="list-style-type: none"> Enabling mentoring training where a distinction is needed between role of PI as line manager and mentor. 			<p>Strongly encourage periodic refresher training in SRDS for experienced PIs.</p> <p>HR/SDDU to scope in 2015 for programming in 2016 cycle.</p>	23.Measure take-up in 2016 and 2017 cycles.
			<p>Further publicise people management training and development opportunities available through SDDU via (Research and Innovation Service (RIS) email networks: http://www.sddu.leeds.ac.uk/sddu-leadership-and-management.html</p>	24.Numbers attending.
			<p>Introduce induction training on people and performance management at faculty level for all new PIs including probation and SRDS processes. HR managers to run regular briefings for new PIs.</p> <p>Start 2015-16 cycles.</p>	25.Number of PIs briefed.
			<p>Evaluate pilot leadership training programme in School of Medicine 2014-15 cycle, with a view to rolling out to other faculties in 2015-16.</p>	26.Positive feedback and impact.
			<p>Update SRDS guidance to make clear the opportunities for RS to seek careers advice, particularly on roles outside academia.</p>	27.Guidance updated by July 2015.
Theme 6: Training and Development				
<p>To further support skills mapping, career planning and development:</p> <ul style="list-style-type: none"> Through additional skills training and support, particularly for non-academic routes. Through realistic and timely training for Fellowship and other academic routes. By strengthening training for new PIs in their line management 	3, 4, 5	SDDU/ Careers Service	<p>Repeat inaugural career-development focussed conference for RS held June 2014: http://www.sddu.leeds.ac.uk/sddu-research-staff-conference.html</p> <p>To be held June 2015 and 2016.</p> <p>Repeat regular Gown-to-Town career-development focussed conference held annually.</p> <p>To be held June 2015 and 2016.</p>	28.Take up of places at these two key events June-July 2015 and 2016 and evaluation by delegates.
			<p>The previously piloted University of Leeds Career Architect Programme will be extended in 2014-15 to include RS from all</p>	29.Take up of places on the programme and follow-up with participants to review

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
<p>roles with regard to providing support for RS future career planning and skills.</p> <ul style="list-style-type: none"> By more customised and targeted courses that are responsive to expressed career-planning and career management: training needs. 			<p>disciplines with a funded opportunity for 32 people to take part.</p> <p>Jan - Feb 2015 and April - May 2015</p>	<p>outcomes March and June 2015.</p>
			<p>The Careers Centre, working in partnership with SDDU and in consultation with RS, will review ongoing career-planning and management provision, including the above careers-focussed conferences and courses in order to build on and take forward sustainable support for RS careers.</p> <p>By July 2015</p> <p>Continue with the current service from the Careers Centre to RS: i.e. individual careers guidance and application/interview advice.</p>	<p>30. Review and consultation completed, including the evaluation of individual career guidance sessions.</p>
			<p>Repeat programme of RS courses launched 2014, with pathways including: <i>Getting Published; Funding; Becoming More Visible; Postdoc to PI; Take Control of Your Career</i> and <i>Professional Skills</i>: http://www.sddu.leeds.ac.uk/sddu-research-staff.html</p> <p>RS course programme to be expanded to include more transferable skills courses e.g. chairing committees and meetings.</p> <p>2014-15 cycle.</p> <p>To support the new funding pathways established by UoL 2014, tailored versions of the <i>Are You Ready for a Fellowship?</i> workshop have been developed and will be offered to a) current final stage PhD students seeking an academic career and b) as a prerequisite for a RIS Fellowship Preparation Programme.</p> <p>2014-15 cycle.</p>	<p>31. Annual take up and feedback to be measured September 2015 and 2016.</p>
			<p>Selection criteria for the RIS Fellowship Programmes need to be clear. SDDU specialist trainer to review and to work with RIS.</p> <p>2014-15 cycle.</p>	<p>32. Criteria published on the Research and Innovation Service website.</p>

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
Theme 7: Opportunities for research staff to become independent				
<p>To further enable and support RS to become independent researchers by:</p> <ul style="list-style-type: none"> Enhancing opportunities for progression to and within an academic career. Communicating redeployment opportunities effectively to those on fixed-term contracts. Communicating recognition, reward and other means of progression. Seeking and supporting opportunities for researchers to work with industrial or other employers. 	3, 4, 5, 6	Faculty HR/SDDU	<p>Review effectiveness and use of the UoL Redeployment Register. By December 2016.</p>	33.Take up of opportunity and measures of redeployment.
			<p>Review promotion process and criteria. By August 2015.</p>	34.Review completed.
			<p>Information packs for new RS including <i>The Concordat to Support the Career Development of Researchers</i> and the <i>Guidance on the Employment of RS</i>, promotions criteria and professional development are being put together by SDDU to ensure RS get the consistent and correct info they need. 2014-15 cycle.</p>	35.Coverage in relation to a) joiner data 2015 and b) improved measure of awareness reported in CROS 2015 against CROS 2013 level.
			<p>Ensure role descriptors and promotion processes for RS are clear: re-publicise guidance to PIs and RS and ensure that redeployment opportunities for RS are communicated effectively. From January 2015.</p>	36.On annual editorial and RS events plans and disseminated via RS gatherings and Research Staff web pages.
		R&I Board/SDDU	<p>Exploit availability of 250 new UoL Academic Fellowships (recruiting 2015-2018) to enhance opportunities for highly suitable candidates to develop an academic career over a five year term.</p> <p>PIs are being actively encouraged, through University staff newsletters and intranet, to identify and encourage potential candidates to apply. Advertised Autumn 2014 onwards.</p>	37.Positions filled 2015-18.
			<p>Exploit new Strategic Translational Research Fellowships in biological, medical and physical science disciplines which will also support independent research. PIs are being actively encouraged via internal news distribution to identify and encourage potential candidates to apply at each opportunity.</p>	38.Positions achieved 2015-18.

Strategy	Concordat Principles	Lead Responsibility	What action will take place?	Measures of Progress
			<p>Explore support and opportunities, e.g. through faculty industrial liaison boards etc. and via training courses, to enable RS to have industrial experience and to develop employability.</p> <p>Faculty training steering groups to collect data September 2015 and 2016.</p>	<p>39.Data collected and reviewed ready for forward planning.</p>
			<p>New career development pathways including courses for RS such as <i>Becoming a PI</i> to support professional skills.</p> <p>Newly developed SDDU workshop <i>Business Model You</i>, available from academic cycle 2014-15. This will further support researcher skills to market themselves professionally.</p> <p>Both available academic cycle 2014-15 onwards.</p> <p>Through relevant career planning courses, SDDU will continue to encourage RS to join up and make use of professional bodies, funders and national academic leaders, such as Royal Academy of Engineering Young Researchers Futures fund, in order to maximise the opportunities they offer.</p>	<p>40. Annual take up and feedback to be measured September 2015 and 2016.</p>
			<p>As Theme 2 above, opportunities for RS involvement are being built into the structure and programme planning for the new University Innovation and Enterprise Centre.</p>	<p>41. Number of RS taking part in UIEC events and activities to be monitored from inception.</p>