Concordat Implementation Strategy and Action Plan: Interim Plan 2017-2018

Note: for a full description of themes, recommendations and actions see the Concordat Implementation Strategy and Action Plan 2015-2018
http://www.ODPL.leeds.ac.uk/wp-content/uploads/2016/02/Leeds_Concordat-Implementation-Strategy-and-Action-Plan-2015-18_FINAL_WEB.pdf

Recommendations	Outcomes 2015-16	Actions 2017-18	Progress Measures
Theme 1: Communication, consultation and engagement with RS on management, decision-making and implementation			
Recognise importance of RS contributions and concerns by: a) Supporting early career researcher groups (RS)	There are now eight groups across the University (UoL) meeting regularly. A dedicated member of Organisational Development and Professional Learning (ODPL) staff, who works primarily with RSs, runs facilitated sessions to promote participation and committee working	An additional RS group in Engineering will start in 2017	Membership take up and participation. Self-sustainability into 2019 and beyond
b) Establishing a mechanism to ensure RSs have representation at committee level	A 2016 review showed that a minority of faculties currently have this in place	The recent arrival of a new Deputy Vice-Chancellor (DVC) for Research and Innovation will provide the opportunity for review of the efficacy and business of the committees which have oversight of research and innovation including appropriate membership and representation	Greater participation by RS in appropriate committees
	ODPL has supported the formation of a UoL association for RSs (Researcher@Leeds). Two formation meetings held. Committee structure in development	Terms of Reference to be established before Researcher@Leeds officially launches Easter 2017	Greater 'voice' and representation at University level impacting on CROS survey scores around research culture and recognition
			See b) above

c)	Providing annual open forum with PVC Research and Innovation	Due to changes in UoL senior team these have not yet taken place	New DVC Research and Innovation to be invited to a Researcher@Leeds 'Open Forum' event in 2017	
d)	Explore progressive and best sector practice on contracts of employment	ODPL and HR staff regularly network externally with sector peers at Russell Group, Vitae, HR Director's Forum and North East Regional Reward Group	HR service is currently working on UoL employment contracts for revision by end of academic session 2017	completion
e)	Reviewing UoL Guidance on the Employment of Research Staff	On hold as no 'Open Forum' events have yet taken place	Review Autumn 2017 once 'Open Forum' events have taken place. See c) above	completion
f)	Celebrating RS contributions through news dissemination	On editorial plan for *The Reporter* (UoL level publication for staff) Many faculties and schools have weekly or monthly internal newsletters or news pages which celebrate RS achievements. See, for example: http://www.environment.leeds.ac.uk/news-events/	Written congratulations will be conveyed by the DVC to all RS who have been successful in securing their first Award The launch of the UoL association for RS (Researcher@Leeds) will also provide ongoing opportunities for RS to promote their achievements corporately.	See b) above

Theme 2: RS profile, reputation and CV building			
Provide further opportunities for RS to showcase their work and network internally via:			
a) Faculty or cross-University dissemination events	The development of the Nexus Innovation and Enterprise Centre and programmes is underway and launching 2018. http://campusdevelopments.leeds.ac.uk/portfolio-item/university-innovation-and-enterprise-centre/	The Nexus project management structure has explicit provision for representation from RS on the Organisational Development work stream. This is still in the process of being established. Engagement of RSs in this will be sought from early 2017.	Establishment and uptake plus improved CROS scores around research culture, recognition and reward, etc.,

		The appointment of a Dean for Interdisciplinary Research will contribute to the further development of research themes and the role of RS within these. Meanwhile, workshops will take place, to bring together University Academic Fellows (UAFs) with current Research Theme and Platform leaders helping to contribute to an environment in which RS can develop.	
Theme 3: Opportunities for RSs to teach and to gain recognition for teaching			
Raise the involvement and practice of RSS in teaching by:			
a) Exploring the feasibility of a code of practice for RS who teach and of extending contracts to provide teaching experience	A potential Code of Practice has been superseded by other opportunities: • RS who teach can now apply for individual Higher Education Academy accreditation via the UoL UKPSF scheme. See http://www.ODPL.leeds.ac.uk/learning-teaching/individual-application-for-professional-recognition/ • A dedicated member of Organisational Development and Professional Learning (ODPL) staff, who works primarily with researchers, now runs regular sessions for RS	ODPL will review accredited training in Learning and Teaching in 2017	The proportion of research staff who teach who engage with Learning and Teaching development provision and who have associate membership of the HEA. Feedback from CROS around RS feeling supported in the teaching they do.

	- groups which enables liaison with local L&T representatives - Additional support now available via resources for those who teach the 'Leeds Curriculum'. See - http://ses.leeds.ac.uk/info/22040/training_and_development	

b) Reviewing Guidance on the Employment of Research Staff	Pending the appointment of a new Deputy Vice Chancellor Research and Innovation 2016	A UoL review of its Research and Innovation Strategy Implementation Plan 2016-17 will encompass the role, contribution and employment of RS, in the light of our commitment to Concordat goals and refresh UoL policies where necessary.	Completed

c)	Ensuring the regular training of PIs on the Guidance (see b above) and promotions criteria	PIs are invited to briefings on key policies and processes ie: Staff Review and Development Scheme, Annual Academic Meetings and promotions via annual faculty-level workshops Promotions guidance and criteria are now in place. See http://hr.leeds.ac.uk/info/8/promotions/298/former_promotions_process/3 A training and development strand for PIs on RS recruitment and employment is now in place	New web pages for RS to include further information in these respects will be developed Spring-Summer 2017 by a dedicated member of Organisational Development and Professional Learning (ODPL) staff working primarily with RS	Analytics will be monitored
Theme 4: Mentoring				
a)	Investigating approaches to mentoring elsewhere, including online schemes	UoL-wide scheme open to all has been established utilising University of St Andrews' licensed database platform SUMAC. Following a successful pilot year, this now provides a structured and accessible means of matching mentors with mentees with 45 research staff taking part Mentoring is also supported at local level and in many Schools forms part of broader schemes involving all research-active colleagues.	Annual promotional campaigns to academic staff are ongoing in order to recruit academic mentors to work with RS via this scheme	Completed, with greater numbers of academic mentors taking part
b)	Promoting mentoring as a form of citizen services across the UoL	Annual Academic Meetings (AAM) now include guidance on mentoring as a professional characteristic. See: http://hr.leeds.ac.uk/downloads/id/602/a	HR to recommend Schools to run briefing sessions for SRDS reviewers to include mentoring	As a)

	nnual_academic_meeting_guidance-notes Mentoring is now included in the UoL Promotions Criteria. See http://hr.leeds.ac.uk/info/8/promotions/298/former_promotions_process/3		
Theme 5: SRDS and Probation			
Strengthen people management processes, including Staff Review and Development Scheme meetings by:			
a) Providing realistic information and development about Fellowship opportunities and applications.	A new workshop called *Are You ready for a Fellowship* now runs three times a year to coincide with fellowship calls for ESRC, NERC and EPSRC Applicants deemed ready are guided towards Research and Innovation Service who support and vet applications; those who aren't are given help to identify their gaps New short Expressions of Interest forms developed with clear guidance on how to apply and the assessment criteria. Feedback is provided to all applicants	A new session for FBS and M&H will run to filter fellowship applicants for MRC and Wellcome Trust New web pages will be drafted 2017 to provide further information for prospective candidates	Monitor take up and success rates Analytics will be monitored
Theme 6: Training and Development			
Strengthen support for careers planning and skills development for future careers via:			

a) people management training for potential and new PIs	A pilot training programme in the Faculty of Medicine and Health and is now taking place twice yearly. This model is being cascaded within the social sciences	As with performance management (see Theme 5 above) this PI training is also being piloted as part of the UoL University Academic Fellows development programme and will inform the future training of all new PIs	Monitor and utilise feedback for future training programmes
b) Supported opportunities to explore and apply for non-academic careers	*The University of Leeds Career Architect Programme* provides additional annual cycles for up to 16 participants. Between 50-60% of participants have gained professional level posts in the three-six months following their participation Elements of this programme such as *Strengthsfinder* and Skills Cards Exercises, competency-based CV and interview techniques have been rolled out as free-standing workshops or course elements thus extending the reach of these career development tools into many other development interactions	Once cycle per academic year will be provided with alternative funding models explored. A new workshop on Redeployment summaries will be offered in 2017	Sustainability of funding and take up
c) Improved people management training and support	A suite of Management Essentials workshops is now available for all individuals engaged in line management of RS	Work is underway to review the content and format of this provision with a view to converting some content to online delivery. Workshops will focus on people management skills aligned to our Leadership Excellence Behaviours. It is planned to implement packages for specific roles such as PIs and UAFs in Spring 2017	More accessible 'on demand' training should improve uptake. Monitor this. Improved satisfaction scores around line management via CROS
Theme 7: Opportunities for RS to become independent			

Explore how to enable RS to build an individual research profile, within the context of their research and publications, including applying for external funding where possible	A new expression of interest system is in place for ESRC, NERC and EPSRC applications is in place via a panel from faculty, RIS and ODPL	Details of Fellowship information to be drafted by ES and RIS. To be displayed on new ODPL/RS pages 2017	Completion of web pages and analytics will be monitored