

HR Excellence Concordat Implementation Strategy and Action Plan 2019-2022

Early Career Researcher Development Steering Group (ECRDSG)

Updated January 2021 as part of our 10 year review

Principle 1: Recruitment and Selection			
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.			
Actions	Success Measures and Outcomes	Progress	Status
1a). HR to continue revising language and terminology on contracts to make them more accessible and user friendly. <i>Responsibility: HR, ECRDSG</i>	On completion of the new documents and positive feedback from Research Staff in survey responses	All documents relating to recruitment, redeployment and promotion have been updated. Ongoing work will include revising to meet requirements of DORA	Ongoing
1b). Develop and introduce an induction programme for research staff, with the focus on their importance and how they can develop whilst at Leeds. Responsibility: OD&PL, ECRDSG. Specific actions:			
<ul style="list-style-type: none"> develop a range of induction events and materials to introduce researchers to Leeds 	20% increase in satisfaction levels from researchers, measured via a research staff survey. Regular induction 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	A new OD&PL subgroup has been created to refresh the University Welcome and Induction. This will be created to meet the requirements of our researchers, consulting our current researchers on what they wish they'd known when they started	Ongoing

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<ul style="list-style-type: none"> tailor existing materials and online resources created for PGRs to make them relevant to research staff. Requires input from the Online Distance Learning team 	<p>Materials available on the Research Staff Minerva area (see point 5d) and usage statistics. 300 self-enrolled users by June 2020</p>	<p>Over the last 2 years we have taken the decision not to use Minerva for researchers. Whilst we use it for PGRs it is not widely used by research staff. We now have alternatives we can use, including a Researcher Support website, MS Teams and collections in LinkedIn. Currently looking at which option or mix we go for as a department</p>	<p>Ongoing</p>
<p>1c). Ensure the probation review is a valuable developmental process, similar to SRDS, and that the two processes are joined up. <i>Responsibility: HR, OD&PL, ECRDSG.</i> Specific actions:</p>	<p>Increased satisfaction levels from researchers, measured via a research staff survey. Researchers report that probation review is effective in supporting their development. Regular induction events running</p>		
<ul style="list-style-type: none"> enhance existing guidance to assist both researchers and reviewers with the review 	<p>Guidance available to researchers and reviewers. Positive feedback on the guide and its use</p>	<p>Guidance was updated in 2018 and is due to be updated again to reflect the new Concordat signing and principles</p>	<p>Ongoing, due May 2021</p>

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<ul style="list-style-type: none">▪ communicate the importance of developmental conversations during probation reviews to Research and Innovation Board for dissemination to reviewers	ECRDSG adding item to RIB agenda	As part of our Concordat briefings and launch week we have focused on the 10 days for development and how these can/should be used. This has been raised at RIB and filtered down to faculty research committees. In our new plan we intend to create a development opportunity to support our managers to hold constructive career conversations	Complete
<ul style="list-style-type: none">▪ ensure training is provided for new probation reviewers, similar to our current SRDS training	Training provision available or as part of our existing provision in "Management Essentials". Evaluation to capture impact of the training: how has it informed the reviewer's approach and understanding; what changes have they made to their practice. Increased engagement with provision from attendance statistics. Positive feedback from RS survey	Our "Management Essentials" training has seen an update of our SRDS materials (July 2020) the new probation training will build on this resource. Will progress in 2021	Not started, due 2021

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<p>1d). Support the retention of our research staff through our redeployment process by providing clear guidance to outline the scheme and increase engagement. <i>Responsibility: HR, OD&PL, ECRDSG</i></p>	<p>Guidance available to researchers. This will be clearly aligned with work to support career development (Principles 3 & 4 below). Increased number of research staff applying for redeployment</p>	<p>The redeployment process and policies have been updated and made into a resource on the HR website (https://hr.leeds.ac.uk/site_search/results?q=redeployment). This includes information for both the hiring managers and redeployees, including how to write a skills profile, preparing for the interview, and outlines the process from start to finish</p>	<p>Complete</p>
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Principle 2: Recognition and Value

Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.

Actions	Success Measure	Progress	Status
<p>2a). Establish a mechanism to ensure research staff have representation at committee level. <i>Responsibility: ECRDSG</i></p>	<p>Greater participation of research staff in appropriate committees eg 8 RS on Faculty Research and Innovation Committees. Above 50% recognition scores in survey responses. Researchers and other committee participants can identify the value added</p>	<p>To note: since the action plan was created we have restructured into 7 faculties not 8. Research staff are now represented on 5 of 7 Faculty committees, on our ECR development steering group, new ECR action group, Athena Swan groups, the University E&I group. Open meetings and the ECR action group report representation has increased on Faculty and school committees.</p>	<p>Ongoing</p>

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<p>2b). Provide an annual forum with senior leaders including the VC, DVCs, Dean of the Doctoral College/Chair of ECRDSG and HR. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Successful events evidenced by attendance figures. Topics raised at these fora feed into planning and development, and participants receive feedback on any resulting actions</p>	<p>Open meetings have been carried out. These were hosted by the previous Dean of the Doctoral College/Chair of the ECR steering group Prof Claire Honess, our previous DVC Prof Lisa Roberts, our new Dean of the Doctoral College/Chair of the ECR steering group Prof Luke Windsor. Open meetings are used to inform our Concordat action plan. Additional meetings are planned for 2021.</p>	<p>Complete</p>
<p>2c). Raise awareness of the recognition portal through HR to recognise research staff making contributions beyond their current role. <i>Responsibility: HR, ECRDSG</i></p>	<p>Increased use of the portal by line managers of research staff. Recognising where individual researchers are contributing to priorities and making a difference</p>	<p>This action has not progressed. Many faculties are using it but there hasn't been an advertising push specifically for the use with research staff. It will be addressed in the new action plan</p>	<p>Not started, due 2021</p>
<p>2d). Define and implement the role of "PhD Advisor" for research staff supporting PGRs. <i>Responsibility: Graduate Board, Programmes of Study and Audit Group, OD&PL, ECRDSG.</i> Specific actions:</p>			

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<ul style="list-style-type: none"> formalise a role description with minimum expectations and experience 	Publication of the role description, and evidence of use by departments	The role description for PhD advisor has been reviewed but this action has not progressed due to a change in Dean and the impact of COVID-19. It will be picked up in 2021	Ongoing
<ul style="list-style-type: none"> define the process for allocating advisor status to research staff 	Details available on the Minerva portal. Evidence this is being used by departments	Will be progressed in 2021	Not started, due 2021
<ul style="list-style-type: none"> implement the use and promote via Research and Innovation Board, FRIC and PIs 	Increased numbers of research staff recorded as advisors. Aiming for 50 within academic year 2020/21.	Will be progressed in 2021	Not started, due 2021
2e). Publish and adopt a Code of Practice for research staff who teach. <i>Responsibility: HR, OD&PL, ECRDSG.</i> Specific actions:			
<ul style="list-style-type: none"> Develop a code of practice using our PGR one as a guide. Review and dissemination via Taught Student Education Board, Pro-Deans of Student Education and Taught Student Education Committees. 	Code of practice published and available on Minerva portal. Evidence that this is being used by departments. Researchers with relevant experience achieve professional recognition (see also 3/4 d)	Will be progressed in 2021	Not started, due 2021
<ul style="list-style-type: none"> Clarify who will be responsible for monitoring dissemination and implementation 	Evidence that this is being used by departments.	Will be progressed in 2021	Not started, due 2021

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<p>2f). Undertake a mapping of current opportunities for research staff to engage with teaching and the processes for allocating teaching. Project to also look at training required and how opportunities are advertised. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Data collection by December 2019 then a report detailing opportunities and processes in each faculty. Include number of RS currently involved in teaching. Once mapping is complete it will feed into planning for the interim review, including actions to increase opportunities, recognition and development</p>	<p>This is now part of a larger university project looking at opportunities for PGR and ECR teaching. It is linked to the code of Practice action and will be started once action 2e has been completed</p>	<p>Not started, due 2021</p>
<p>2g). Update UoL Guidance on the Employment of Research Staff in response to updated Concordat. <i>Responsibility: HR, OD&PL, ECRDSG</i></p>	<p>Publication on Minerva portal (see 5d) with communication and dissemination to ensure wide awareness and understanding</p>	<p>Guidance was updated in 2018 and is due to be updated again to reflect the new Concordat signing and principles</p>	<p>Ongoing, due May 2021</p>
<p>2h). Continue to promote named researcher and researcher co-I status for recognition on funding proposals. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Increased numbers of research staff named on funding applications. Increased recognition scores on RS survey</p>	<p>Named researcher and researcher Co-I are being used where appropriate in line with our Naming Researchers on Funding Applications guidance. PIs are being made aware by OD&PL and funding support managers in RIS. Researchers are made aware during development sessions on funding and career development</p>	<p>Complete</p>

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Principles 3 and 4: Support and Career Development			
Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.			
Actions	Success Measure	Progress	Status
3/4a). Continued support for research staff development led by a dedicated research developer in OD&PL, with the aim of ensuring that researchers maintain the currency of their skills and are also well equipped for future career progression. <i>Responsibility: OD&PL</i>	Research staff developmental opportunities and increased RS engagement with provision. Evaluation will capture the impact of the training and development and the ways the training benefits their practice	OD&PL has brought together researcher development at all levels into one team supporting all career stages from PGR to professorial. ECR development led by one member of the team to oversee Concordat implementation and HR excellence, reporting to ECR steering group and RIB	Complete
3/4b). Undertake an audit of our materials to remove references to alternative or non-academic careers to reflect careers with research in positive terminology. <i>Responsibility: OD&PL</i>	Evidence that this nomenclature is understood and used day to day by colleagues with people management and/or development responsibilities, and by research staff	All materials have been checked and updated where required. UoL has adopted the terminology "Careers with Research" to reinforce our view that all careers using research are equally valuable and valid	Complete

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<p>3/4c). Continue to support fellowship applicants and provide realistic information on opportunities. <i>Responsibility: OD&PL, RIS</i></p>	<p>Increased funding success rates, and celebration of these successes</p>	<p>The researcher development team currently supports fellowship applicants for all UKRI schemes from planning of the proposal to preparing for the interview in partnership with RIS. A range of development resources have been created to help those writing a proposal (89 views), Q&A sessions are held and feedback is given on written drafts. Support for 76 (2018/19) and 95 (2019/20) potential fellowship applicants, with 28 and 36 submissions respectively. 12 successful awards (18/19) and 2 so far (19/20). In addition, the 'Are you Ready?' sessions run three times a year to help people decide if they want to apply. Up to date success rates are given in this course.</p>	<p>Complete</p>
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<p>3/4d). Continue to promote participation in PRiSE and Crucible. <i>Responsibility: OD&PL, RIS</i></p>	<p>Increased numbers of research staff gaining associate fellow or fellow status of the HEA, and research staff attending Crucible</p>	<p>PRiSE briefings and application support has been advertised to all Research Staff with 13 awarded Associate Fellow in 2018/19 increasing to 16 awards in 2019/20. It is not always obvious if applications are from Research Staff so a box will be added to applications to ensure better recording going forward. Research staff were offered 10 places on our UAF crucible, feedback from the researchers was very positive with several moving on to apply for fellowships or academic roles. To maximise the benefit we have secured institutional funding to run an additional Research Staff Crucible in June/July 2021.</p>	<p>Complete</p>
<p>3/4e). Provide opportunity for research staff to engage with leadership development. <i>Responsibility: OD&PL</i></p>	<p>Research staff participating in Aspiring Leaders and evaluation showing a positive impact on career development and progression</p>	<p>Aspiring Leaders was renamed First Steps in Leadership. Research staff are eligible to participate in this programme but as it is open to all staff, it is always full with a waiting list. To ensure research staff get the opportunity to participate, in 2021 we are running a programme just for Research Staff</p>	<p>Complete</p>

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<p>3/4f). Transform our 'Career Architect' programme into a more accessible blended learning format and offer elements of it more widely covering all careers in research. <i>Responsibility: OD&PL with Online Distance Learning</i>. Specific actions:</p>			
<ul style="list-style-type: none"> ▪ Review existing materials and develop a blended learning programme 	<p>Blended learning programme available to research staff; evaluation finds that the materials meet RS needs in terms of content, learning activities and timeliness</p>	<p>Our new Careers with Research Consultant was involved in the development of the original Career Architect programme. She is currently redesigning the materials to run in an online format due to COVID-19 restrictions. The materials will then be tailored for a future blended version</p>	<p>Ongoing, pilot running Feb 2021</p>
<ul style="list-style-type: none"> ▪ Develop career support provision using elements of 'Career Architect' for a wider audience 	<p>Research staff engagement with new provision; evaluation finds that the material meets RS needs in terms of content, learning activities and timeliness</p>	<p>Over the summer we ran a series of Career Development sessions using resources designed for Career Architect to trial them in an online format ahead of the redesigned programme. Alongside this, a series of self-guided resources were created and are now hosted on the Careers part of our Researcher Development website. This bank of resources will be added to as material is developed.</p>	<p>Ongoing</p>

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<p>3/4g). Publish a range of career support guides to support RS writing CVs, applications and preparing for interviews. <i>Responsibility: OD&PL</i></p>	<p>Materials available on Minerva portal (see 5d) and usage/access figures</p>	<p>A series of self-guided resources have been created and are now hosted on the Careers part of our Researcher Development website. This bank of resources will be added to as material is developed. Current guides include CVs, CAR stories and Career Anchors. Current analytics show the resources have been accessed: CV - 104 times CAR Stories - 33 times Career Anchors - 111 times Informational Interviews - 3 times (new)</p>	<p>Ongoing</p>
<p>3/4h). People management training for potential and new Principal Investigators in line with Concordat recommendations. <i>Responsibility: HR, OD&PL, ECRDSG</i></p>	<p>Release of PI development programme and engagement of PIs. Immediate feedback indicating that provision meets their needs, longitudinal evaluation shows evidence of changes in practices which enhance the working environment for research staff</p>	<p>As the Researcher Development team have been brought together, we are undertaking a review of our support for Principal Investigators and Research Leadership. This will be developed in conjunction with the Concordat responsibilities. Focus groups have been held with new and established PIs to understand their requirements and what they wished they had known when they became PIs</p>	<p>Ongoing, due 2021</p>

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<p>3/4i). Invest in a dedicated Careers Development specialist to work with research staff as part of OD&PL to ensure tailored and timely advice is available. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Appointment of career development specialist. Feedback from users of this support finds that it meets their needs</p>	<p>Ruth Winden has been recruited to the role of Careers with Research Consultant and joined the Researcher Development and Culture Team in OD&PL in October 2020. She has been involved in our Concordat Launch and has run focus groups with research staff to outline her ideas. Feedback on Ruth's recruitment by researchers has been extremely positive</p>	<p>Complete</p>
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Principle 5: Researchers' Responsibilities			
Individual researchers share the responsibility for and need to proactively engage in their own personal and career development and lifelong learning.			
Actions	Success Measure	Progress	Status
5a). Supporting early career researcher groups (RS) to provide peer support, which previous feedback has shown to be valuable to participants. <i>Responsibility: OD&PL</i>	Sustained ECR groups and launch of University wide research staff association. Feedback shows that peer networks are valued by participants and captures examples of the difference made	In the past two years 4 new school or faculty groups have been started. In addition, 8 of the original ones continue. To bring them together we have created an MS Team, the 'ECR Action group' where we aim to get them working together and joining events up. Several of these groups have been used to help launch the Concordat and its responsibilities leading to increased audiences. Action group currently has 29 members	Complete, but support will be ongoing
5b). Include 10 days training per year in research staff contracts, with an aim of increasing to 15 days a year. <i>Responsibility: HR, OD&PL, ECRDSG</i>	10 days written into contracts and survey responses to reflect increased numbers of research staff undertaking 10 days development. Increased awareness of this change by research staff	All new postdoctoral contracts have the 10 days written in as an entitlement. Existing contracts will not be reissued but researchers are told it applies to all. Concordat launch week had several sessions on the 10 days and how they could be used, also what development can look like (106 attendees). A range of guides is currently being created from these sessions	Complete

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<p>5c). Provide guidance on SRDS process for researchers to ensure career development conversations are held, and line managers are well informed on the value for research staff. <i>Responsibility: HR, OD&PL, ECRDSG</i></p>	<p>Guidance available on Minerva portal (see 5d), data shows increased level of participation, and over 50% satisfaction scores on research staff survey</p>	<p>Our Management Essentials training has seen an update of our SRDS materials (July 2020) and the new probation training will build on this resource. Will progress in 2021. In our new plan we intend to create a development opportunity to support our managers to hold constructive career conversations</p>	<p>Not started, due 2021</p>
<p>5d). Creation of a Minerva Portal for research staff to host guidance documents, links to information, blended learning provision, similar to our PGR resource. <i>Responsibility: OD&PL</i></p>	<p>Launch of portal in April and 300 self-enrolments of research staff</p>	<p>We have taken the decision not to use Minerva for researchers. We now have alternatives we can use, including a Researcher Support website, MS Teams and collections in LinkedIn</p>	<p>Ongoing</p>
<p>5e). Review the university mentoring scheme to increase engagement. <i>Responsibility: OD&PL, HR, ECRDSG.</i> Specific actions:</p>			

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<ul style="list-style-type: none">▪ Include reporting of school/faculty mentoring schemes and seek to record engagement alongside/within the university scheme	Increased awareness of school/faculty mentoring schemes and engagement statistics	Our University wide scheme has been reviewed and is now supported by the leadership team within OD&PL. It was relaunched in September/October 2020 - with a recruitment drive for mentors. The University-wide launch (Phase 2) took place in October with the matching taking place in November. There are currently 88 active members	Ongoing
<ul style="list-style-type: none">▪ Promote mentoring benefits to academic staff to increase recruitment	Increased numbers of mentors and matches; evaluation captures how this benefits participants and this information informs continuous enhancement of provision	All information on our mentoring scheme can be found on our new website (https://leadershipandprofessionalpractice.leeds.ac.uk/home/people-development/coaching-and-mentoring/mentoring/). There are also resources to help support mentees and mentors including an online mentoring course produced as part of our EPSRC Northern Power Inclusion Matters Project	Complete, but promotion will be ongoing

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<ul style="list-style-type: none">▪ Promote research staff as mentors to other research staff	Increased numbers of mentors and matches	As part of our 'what does development look like' session we promote the role of mentor as well as mentee. Peer mentoring will be used as we build the Action Group team and will be a key component of our career development programmes	Ongoing
<ul style="list-style-type: none">▪ HR to expect schools to run briefing sessions for SRDS and reviewers to include mentoring	Increased numbers of mentors and matches	Will be progressed in 2021 following the rollout of our new SRDS training	Ongoing

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<p>5f). Upgrade the research staff careers conference to a careers week to increase access to resources and reach wider audience. <i>Responsibility: OD&PL</i></p>	<p>Successful event, engagement statistics and positive feedback from attendees</p>	<p>In 2019 we successfully ran a week long Career Development event with multiple sessions covering a range of careers support including CVs, Job Applications, LinkedIn, Interviews. Sessions were attended by between 19-28 people per event. In 2020, we reorganised the careers week into a careers summer to reflect remote working. Remote delivery enabled us to increase the number of participants with sessions having between 12 -73 per event. This also created an environment to test some of the materials for the blended Career Architect programme. In addition, sessions were recorded and made available, and self-guided resources were created, now available on our careers webpages (see 3g)</p>	<p>Complete</p>
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<p>5g). Introduce a UoL research staff survey to gather more detailed responses and increase response rates. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Completion of the survey; review of outcomes to inform continuous improvement, overseen by the Steering Group and communicated to stakeholders</p>	<p>COVID-19 had an impact on these plans and we decided to run CEDARs as an alternative. However the survey was open at a time when multiple national and institution surveys were being run, and this ultimately affected the response rates for CEDARs. The UoL response rate was 7%, leaving us with the dilemma of how to use this data effectively and what conclusions can be confidently drawn. A UoL survey will be revisited in 2021</p>	<p>Ongoing</p>
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Principle 6: Diversity and Equality			
Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.			
Actions	Success Measure	Progress	Status
UoL has a dedicated Equality Policy Unit (EPU) that have developed our University Equality and Inclusion Framework and Strategy. All initiatives arising from the EPU will be embedded in our provision for research staff. The priority areas include: <ul style="list-style-type: none"> ▪ Developing a University-wide culture ▪ Attracting, retaining, supporting and developing an excellent workforce from across the world Specific action:			

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<ul style="list-style-type: none">From January 2019, development of a multi-institutional and industry collaborative mentoring project as part of the EPSRC's 'Inclusion Matters' initiative. It will focus on mentoring for ECRs as a means of supporting an inclusive culture in Engineering and Physical Sciences to support greater equality for all, including traditionally under-represented groups. Responsibility: OD&PL, EPU	Increased mentoring match figures for RS in Engineering and Physical Sciences	The EPSRC Northern Power Inclusion Matters Project website (https://northernpowerinclusion.org/) is live and open for registrations. The aim of the project is to improve equality, diversity and inclusion (EDI) within Engineering and the Physical Sciences (EPS). The project is aimed at supporting early career researchers from traditionally under-represented groups. We had 48 participants apply to the Shared Characteristics Mentoring Programme, 20 of which have been matched. The remaining 28 are still in the process of being matched	Complete
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<ul style="list-style-type: none"> Continue to promote and increase engagement with our online, interactive module 'An Introduction to Equality & Inclusion', aiming to give all colleagues the same introductory grounding in key principles of equality, inclusion and diversity. <i>Responsibility: EPU</i> 	<p>Increased engagement statistics</p>	<p>The module produced by the Equality Policy Unit, Organisational Development & Professional Learning (OD&PL) and the Digital Education Service, is now mandatory for all colleagues. Those new to the University will be asked to complete it within three months of joining us. Staff were emailed during 2019 with instructions on how to complete the training, with reminders sent monthly.</p>	<p>Complete</p>
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Principle 7: Implementation and Review

The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

Actions	Success Measure	Progress	Status
<p>7a). ECRDSG will oversee progress against the listed actions with updates as a standing item on meeting agendas held every 3 months. <i>Responsibility: ECRDSG</i></p>	<p>Progress discussed at meetings and regularly (3 monthly) updates published on the Minerva portal</p>	<p>ECRDSG meetings run every 3 months with Concordat actions on every agenda. Agendas and minutes are available through the ECR Team, details of the groups are available on our website. Monthly Concordat progress updates to RIB</p>	<p>Complete, but ongoing</p>

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<p>7b). Annual report to be prepared for discussion and comment at Research and Innovation board. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Preparation of annual reports</p>	<p>Monthly updates on Concordat actions and progress go to RIB and are circulated to Faculty Research Committees. Annual reports also go to RIB. These will now be prepared and published against our new Concordat timeline (March 2021) and hosted on our Concordat webpages</p>	<p>Complete, but ongoing</p>
<p>7c). Progress against actions will be a dedicated project, with objectives and milestones monitored and recorded by OD&PL. <i>Responsibility: OD&PL, ECRDSG</i></p>	<p>Progress reports disseminated to relevant committees and research staff</p>	<p>Action plans are available on our website. After consultation and feedback on the format we have produced a user friendly version with a traffic light system to show progress</p>	<p>Ongoing</p>

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<p>7d). Develop an ongoing communication strategy with the Communications team to promote highlights and changes from this plan, and the launch of the new Concordat, to all staff. <i>Responsibility: Comms, OD&PL, ECRDSG</i></p>	<p>Increased awareness of HR Excellence and the Concordat reflected in the research staff survey</p>	<p>We held a Concordat Launch Week (Nov 2020) to promote and raise awareness of our Concordat signing. The week included presentations from senior leaders and funders, focus groups, Q&A sessions and different webinars focusing on the Concordat principles, the 10 days, what development looks like and our action plan (362 views). Sessions were recorded and made available. Analytics are being gathered on the number of watches. In addition we run bespoke webinars/Q&A sessions for ECR groups and committee across the Institution (2 to date reaching 52 attendees). The Concordat and resources for it are on our website and we have recently recruited for a communications role to help promote our department's work, including the Concordat and HR Excellence</p>	<p>Ongoing</p>
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