



Details		The institutional audience* for this action plan includes:		
<b>Institution name:</b>	University of Leeds	<b>Audience</b>	<b>#</b>	<b>Comments:</b>
<b>Cohort number:</b>	2	Research staff	1300	ECRDSG - Early Career Researcher Development Steering Group
<b>Date of submission:</b>	29th January 2021	Teaching-only staff	150	EPU - Equality Policy Unit
<b>Institutional context:</b>	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 post docs working on research projects. In some cases, these will be people on teaching only contracts who continue to do research with a view to gaining an academic position. Not included are PGRs or academic staff on open ended contracts. However, the broad principles of the Concordat could provide a helpful reference point for any work we undertake to develop, promote and sustain an effective and inclusive research culture and environment.			HR - Human Resources
				OD&PL - Organisational Development and Professional Learning
				RIS - Research and Innovation Service
				WSH - Wellbeing, Safety and Health

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
<b>Environment and Culture</b>						
<b>Institutions must:</b>						
ECI1	Ensure that all relevant staff are aware of the Concordat	Develop an ongoing communication strategy with the OD&PL Communications lead to promote highlights and changes from this plan	Increased awareness of HR Excellence and the Concordat 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	Ongoing	Comms, OD&PL, ECRDSG	
		Promote the resources developed during Concordat Launch Week to all staff				
		Regular briefings to ECR groups, University Committees, Faculties and Schools as required				
		Q&A sessions run 4 times per year open to all staff				
		Create an up-to-date Research Staff mailing list	June 2021	OD&PL, IT		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Update UoL Guidance on the Employment of Research Staff in response to updated Concordat	Publication on our researcher support website ( <a href="https://researchersupport.leeds.ac.uk/">https://researchersupport.leeds.ac.uk/</a> ) 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 for new staff	June 2021 for new Concordat	OD&PL, ECRDSG, HR Resourcing and Employment team	
ECI3	Promote good mental health and wellbeing 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	Wellbeing, Safety and Health have developed new guidance for both staff and managers which sit on the HR webpages, bringing together the range of support options available in the University and details of how to access them. Continue to promote the guidance and how to access through the HR website. Policy on Dignity and Mutual Respect currently being considered for update by HR	Increased awareness of our policies and where to locate them from our research staff survey	Ongoing	Wellbeing, Safety and Health, EPU, OD&PL, ECRDSG	
		Add links to support to the researcher support website	Monitor website views on a quarterly basis	June 2021	OD&PL	

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		Promote services and support from the Staff Counselling Service and Equality Policy Unit (EPU) and digital practice	Managers reporting greater understanding of support services available and how to access them	Ongoing	EPU, OD&PL, and publisher of HR web pages		
		Promote the Code of Conduct on professional behaviour and relationships, and the mandatory training module	Increasing completion statistics following roll-out	May 2022	HR Policy team, OD&PL		
		Hold a wellbeing themed Research Culture Cafe to gather feedback and examples of practice	Positive feedback from users in Action Group or Wellbeing themed Research Culture Cafes	July 2021	ECRDSG, OD&PL		
		Project to look at implementing a 'Report and Support' system to allow anonymous reporting, similar to the system in use for students	Completion of the project and report to Research Board or Executive Group	Nov 2021 for programme	E&I Delivery Group, EPU		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health	Develop a new Research Leadership and/or PI development programme in line with Concordat recommendations	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	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
		Continue to promote and increase engagement with our mandatory online, interactive module 'An Introduction to Equality & Inclusion', aiming to give all colleagues the same introductory grounding in key principles of equality, inclusion, age and diversity. Promote ISIWAW (Mental Health Awareness for Managers) Promote E&I for Managers as part of Management Essentials OD&PL offering support sessions for leaders and managers around creating a sense of belonging	Increased completion statistic.	Ongoing	EPU, HR, E&I Delivery Group		
		Work with EPU to ensure our guidance and resources are created in line with our institutional E&I Framework and underpinning sub-frameworks addressing issues relating to race, gender, LGBT+ and disability, and their associated action plans	Updated versions of our current guides and publication of new guide and resources as described throughout this plan	Ongoing	EPU, HR, E&I Delivery Group		
		Curate a LinkedIn Learning set of resources aimed at wellbeing and mental health, and equality and inclusion	Curated content in LinkedIn aiming for 100 accesses	Feb 2022	OD&PL		
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of Research Integrity	Develop a range of provision to support Research Integrity. Ensure Research Integrity is built into new leadership and PI development programmes	Release of Research Integrity development programme and resources available on the Research Integrity part of our website. Immediate feedback indicating that provision meets their needs	Nov 2021	OD&PL, RIS		
		As part of the research culture work, look to create a structure for overseeing Research Integrity, with the group responsible for overseeing that our policies and procedures align with sector best practice	Creation of a Research Integrity Action Group reporting into the Research Culture group	Sept 2021	OD&PL, Secretariat		
ECI6	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	Hold 2 open fora a year with senior leaders including the VC, DVCs, Dean of the Doctoral College/Chair of ECRDSG and HR	Successful events evidenced by attendance figures. Topics raised at these fora feed into planning and development, and participants receive feedback on any resulting actions	Ongoing - 2 per year	OD&PL, ECRDSG		

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		Introduce a UoL research staff survey to gather more detailed responses and increase response rates	Completion of the survey; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders	June 2022	OD&PL, ECRDSG		
		Run monthly ECR Action Group meetings	100 Action Group members	Dec 2021	OD&PL		
		Run 4 Research Culture Cafes to share best practice, raise issues and propose solutions for change	Cafes taking place with increasing levels of engagement	4 per year	OD&PL		
		Support Cafes and Culture with an MS Team to build a Community of Practice	150 members joining the MS Team	Dec 2021	OD&PL		
<b>Funders must:</b>							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies						
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers						
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions						
<b>Managers of researchers must:</b>							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Engage with the new Research Leadership and/or PI development programme in line with Concordat recommendations	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	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
		Promote new development opportunities via Faculty Research Committees and Heads of School	Increased awareness and engagement with new development opportunities	March 2022	OD&PL, Faculty Heads of School		
		Engage with our mandatory 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	Increased completion statistics	Ongoing	EPU, HR, E&I Delivery Group		
		Access the LinkedIn Learning set of resources aimed at wellbeing and mental health	Curated content in LinkedIn aiming for 100 accesses	Feb 2022	OD&PL		
ECM2	Ensure that they and their researchers act in accordance with the highest standards of Research Integrity and professional conduct	Engage with and promote the provision to support Research Integrity. Ensure Research Integrity is built into new leadership and PI development programmes	Release of Research Integrity development programme and resources available on the Research Integrity part of our website. Immediate feedback indicating that provision meets their needs	Nov 2021	OD&PL, RIS		
		Promote the work from the Research Integrity Action Group reporting to our new Research Culture group. This group will direct the development of new programmes	PIs engaging with the Research Integrity Action Group and Research Culture Cafes	Dec 2021	OD&PL, Secretariat		



		Use and promote guidance on expectations, behaviours and reporting procedures on the Research Integrity webpages	Monitor access analytics on the new provision, aiming for 200 hits in the first 6 months	August 2021	OD&PL, Secretariat		
		Include specific questions relating to Research Integrity in the Research Staff survey	Upwards trend in positive responses in the Research Staff survey	June 2022	OD&PL, ECRDSG		
		Engage with Research Culture Cafe with a Research Integrity theme	Cafes taking place with increasing levels of engagement.	Once per year	OD&PL		
		Promote the Code of Conduct on professional behaviour and relationships, and the compulsory training module	Increasing completion statistics following roll-out	May 2022	HR Policy team, OD&PL		
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor Research Integrity	Wellbeing, Safety and Health have developed new guidance for both staff and managers which sit on the HR webpages, bringing together the range of support options available in the University and details of how to access them. Continue to promote the guidance and how to access through the HR website. Policy on Dignity and Mutual Respect currently being considered for update by HR	Increased awareness of our policies and where to locate them from our research staff survey	Ongoing	Wellbeing, Safety and Health, EPU, OD&PL, ECRDSG		
		Build resources into the leadership and PI development programme to ensure managers are aware of policies, sources of support and reporting procedures	Managers reporting increased awareness of our policies, support services from our research staff survey	July 2021	ECRDSG, OD&PL		
		Add links to support to the researcher support website.	Monitor website views on a quarterly basis	June 2021	OD&PL		
		Promote services and support from the Staff Counselling Service and Equality Policy Unit (EPU) and digital practice	Managers reporting greater understanding of support services available and how to access them	Ongoing	EPU, OD&PL, and publisher of HR web pages		
		Engage with wellbeing themed Research Culture Cafe to gather feedback and examples of practice	Positive feedback from users in Action Group or Wellbeing themed Research Culture Cafes	July 2021	ECRDSG, OD&PL		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Ensure flexible working policies and the process for reviewing requests is included in PI development and/or our Management Essentials provision	Positive reports of researchers requesting flexible working arrangements via the ECR Action Group and our research staff survey	Oct 2021	OD&PL, HR, ECRDSG.		
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Participate in the Research Culture Cafes to share best practice, raise issues and propose solutions for change	Cafes taking place with increasing levels of engagement	4 per year	OD&PL		
		Complete the UoL research staff survey to gather more detailed responses and increase response rates	Completion of the survey; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders	June 2022	ECRDSG, OD&PL		
		Support Cafes and Culture with an MS Team to build a Community of Practice	150 members joining the MS Team	Dec 2021	OD&PL		
<b>Researchers must:</b>							
ECR1	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	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	Cafes taking place with increasing levels of engagement. 100 Action Group members 150 members joining the MS Team	4 per year September 2021 Dec 2021	OD&PL, ECRDSG		
		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	November 2021	OD&PL		



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ECR2	Ensure they act in accordance with employer and funder policies related to Research Integrity, and equality, diversity and inclusion	Engage with and promote the provision to support Research Integrity. Ensure Research Integrity is built into new leadership, Research Staff Induction and development programmes	Release of Research Integrity development programme and resources available on the Research Integrity part of our website. Immediate feedback indicating that provision meets their needs	Nov 2021	OD&PL, RIS		
		Promote the work from the Research Integrity Action Group reporting to our new Research Culture group. This group will direct the development of new programmes	PIs engaging with the Research Integrity Action Group and Research Culture Cafes	Dec 2021	OD&PL, Secretariat		
		Use and promote guidance on expectations, behaviours and reporting procedures on the Research Integrity webpages.	Monitor access analytics on the new provision, aiming for 200 hits in the first 6 months	August 2021	OD&PL, Secretariat		
		Engage with our mandatory 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	Increased completion statistics	Ongoing	EPU, HR, E&I Delivery Group		
		Promote the Code of Conduct on professional behaviour and relationships, and the compulsory training module	Increasing completion statistics following roll-out	May 2022	HR Policy team, OD&PL		
ECR3	Take positive action towards maintaining their wellbeing and mental health	Include details of support available from OD&PL and Health & Wellbeing during induction and on the OD&PL website	Evidence of the awareness of support services via the ECR Action Group and our research staff survey	January 2022	OD&PL		
		Engage with OD&PL new range of development opportunities in partnership with Staff Counselling and Psychological Support Service (SCPSS), including: Understanding and managing anxiety and panic Working with stress and emotion Switching off - relaxation and sleep Working with Change and Uncertainty	Evidence of Research Staff participation with provision and online resources. Increased awareness of the provision via feedback from the Action Group and Research Staff Survey	October 2021	OD&PL, SCPSS		
		Curate a LinkedIn Learning set of resources aimed at wellbeing and mental health, and equality and inclusion	Curated content in LinkedIn aiming for 100 accesses	Feb 2022	OD&PL		
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Include details summarising HR policies, procedures and reporting processes in the updated Guidance for Research Staff and Induction provision	Publication of the guidance on our researcher support website 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	June 2021 for new Concordat	OD&PL, ECRDSG		
			Increased awareness of our policies and where to locate them from our research staff survey	Ongoing	HR operations team, EPU, OD&PL, ECRDSG, Secretariat		



ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Establish a mechanism 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	March 2021	ECRDSG		
		Attend 2 open fora a year with senior leaders including the VC, DVCs, Dean of the Doctoral College/Chair of ECRDSG and HR	Successful events evidenced by attendance figures. Topics raised at these fora feed into planning and development, and participants receive feedback on any resulting actions	Ongoing - 2 per year	OD&PL, ECRDSG		
		Engage with monthly ECR Action Group meetings	100 Action Group members	Dec 2021	OD&PL		
		Engage with Research Culture Cafes to share best practice, raise issues and propose solutions for change	Cafes taking place with increasing levels of engagement	4 per year	OD&PL		
		Support Cafes and Culture with an MS Team to build a Community of Practice	150 members joining the MS Team	Dec 2021	OD&PL		
<b>Employment</b>							
<b>Institutions must:</b>							
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Support the retention of our research staff through our redeployment process by providing clear guidance to outline the scheme and increase engagement	Guidance available to researchers and increased number of research staff joining redeployment	Ongoing	HR Resourcing & Employment team, OD&PL, ECRDSG		
		Work with HR to produce clear promotion guidance and criteria of research staff and 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, and advise HR on changes to policy	Production of a Research Staff guide to promotion available on the HR and researcher support websites	Feb 2022	OD&PL, HR		
		Promote the OD&PL Management Essentials training modules for recruitment	OD&PL Comms campaign to promote awareness, resulting in an increased participation number	July 2021	OD&PL		
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Develop and introduce a welcome programme for research staff, with the focus on their importance and how they can develop whilst at Leeds	Over 60% Good/Very good 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	October 2021	OD&PL, ECRDSG		
		Develop a range of induction events and materials to introduce researchers to Leeds		October 2021	OD&PL, ECRDSG		
		Update UoL Guidance on the Employment of Research Staff in response to updated Concordat	Publication on our researcher support website ( <a href="https://researchersupport.leeds.ac.uk/">https://researchersupport.leeds.ac.uk/</a> ) 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	June 2021	OD&PL, ECRDSG, HR Resourcing and Employment team		



EI3	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	Raise awareness of the recognition portal through HR to recognise research staff making contributions beyond their current role	Increased use of the portal by line managers of research staff. Recognising where individual researchers are contributing to priorities and making a difference	August 2021	HR Reward team, ECRDSG		
		Analyse promotions data to establish baseline of numbers of research staff achieving promotion. As part of the next promotions process review, work with HR to produce clear promotion guidance and criteria for research staff. Consider the production of a Research Staff guide to promotion, or other supporting resources - developing where appropriate and making available on the HR and researcher support websites	Production of a Research Staff guide to promotion available on the HR and researcher support websites	Sept 2022	HR Resourcing and Employment team, OD&PL		
		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, and advise HR on changes to policy	Completed review of HR policies and publication of our DORA / Research Metrics action plan and strategy	Sept 2022	OD&PL, HR Policy team and HR Resourcing and Employment team, Library		
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Develop a new Research Leadership and/or PI development programme in line with Concordat recommendations	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	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
		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	July 2021	OD&PL		
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Develop a new Research Leadership and/or PI development programme in line with Concordat recommendations	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	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
		Promote new development opportunities via Faculty Research Committees and Heads of School	Increased awareness and engagement with new development opportunities	March 2022	OD&PL, Faculty Heads of School		
		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, EDI and Research Metrics	Immediate feedback on resources available that meets the needs of the user. Score over 60% Good/Very good satisfaction levels from questions on research culture, measured via a research staff survey	June 2022	HR, OD&PL, ECRDSG		
EI6	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	Support the retention of our research staff through our redeployment process by providing clear guidance to outline the scheme and increase engagement	Guidance available to researchers and increased number of research staff joining redeployment	Ongoing	HR Resourcing & Employment team, OD&PL, ECRDSG		
		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		



EI7	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	Establish a mechanism 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	March 2021	ECRDSG		
		Hold 2 open fora a year with senior leaders including the VC, DVCs, Dean of the Doctoral College/Chair of ECRDSG and HR	Successful events evidenced by attendance figures. Topics raised at these fora feed into planning and development, and participants receive feedback on any resulting actions	Ongoing - 2 per year	OD&PL, ECRDSG		
		Supporting early career researcher groups (RS) to provide peer support, which previous feedback has shown to be valuable to participants	Sustained ECR groups and feedback shows that peer networks are valued by participants and captures examples of the difference made	Ongoing	OD&PL		
<b>Funders must:</b>							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies						
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security						
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression						
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels						
<b>Managers of researchers must:</b>							
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Engage with the new Research Leadership and/or PI development programme in line with Concordat recommendations	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	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	Update UoL Guidance on the Employment of Research Staff in response to updated Concordat	Publication on our researcher support website ( <a href="https://researchersupport.leeds.ac.uk/">https://researchersupport.leeds.ac.uk/</a> ) 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	June 2021 for new Concordat	OD&PL, ECRDSG, HR Resourcing and Employment team		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	Support the retention of our research staff through our redeployment process by providing clear guidance to outline the scheme and increase engagement	Guidance available to researchers and increased number of research staff joining redeployment	Ongoing	HR Resourcing & Employment team, OD&PL, ECRDSG		
		Use the Recognition Portal through HR to recognise research staff making contributions beyond their current role	Increased use of the portal by line managers of research staff. Recognising where individual researchers are contributing to priorities and making a difference	August 2021	HR Reward team, ECRDSG		
		Continue to promote the guidance on Named Researcher and Researcher Co-I status for recognition on funding proposals	Increased numbers of research staff named on funding applications. Increased recognition scores on RS survey	Ongoing	HR Hub teams, OD&PL, RIS, ECRDSG		





		Publish and adopt a Code of Practice for research staff who teach, using our PGR one as a guide	Code of Practice published and available on researcher support website. Evidence that this is being implemented by departments. Where researchers have relevant experience they can apply for PhD Advisor status and achieve professional recognition via PRiSE	April 2022	OD&PL, ECRDSG, Graduate Board, HR Resourcing & Employment team		
		Define and implement the role of PhD Advisor for research staff supporting PGRs in line with Code of Practice (above)	Publication of the role description and evidence of use by departments	Sept 2022	OD&PL, ECRDSG, Graduate Board, HR Resourcing & Employment team		
EM4	Actively engage in regular constructive performance management with their researchers	Ensure the probation review is a valuable developmental process, similar to SRDS, and that the two processes are joined up	Increased satisfaction levels from researchers, measured via a research staff survey. Researchers report that probation review is effective in supporting their development	Ongoing	HR Hub teams, OD&PL, ECRDSG		
		Enhance existing guidance to assist both researchers and reviewers with the review	Guidance available to researchers and reviewers. Positive feedback on the guide and its use	Sept 2021	HR, OD&PL, ECRDSG		
		Communicate the importance of developmental conversations during probation reviews to Research and Innovation Board for dissemination to reviewers	ECRDSG adding item to RIB agenda	June 2021	ECRDSG		
		Promote Management Essentials training for new probation reviewers, similar to our current SRDS training	Evaluation to capture impact of the training: how has it informed the reviewers' approach and understanding; what changes have they made to their practice. Increased engagement with provision from attendance statistics. Positive feedback from RS survey	May 2021	HR Hub teams, OD&PL		
		Participate in a new session 'How to Hold Effective Career Conversations with Researchers' to equip managers to have effective, honest careers conversations with their Research Staff	Focus group to establish current challenges, with research managers to understand needs and expectations; also separately with researchers to ensure the programme delivers. Successful pilot running	Dec 2021	OD&PL		
		Introduce a UoL research staff survey to gather more detailed responses and increase response rates	Completion of the survey; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders	June 2022	OD&PL, ECRDSG		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Participate in the Research Culture Cafes to share best practice, raise issues and propose solutions for change	Cafes taking place with increasing levels of engagement	4 per year	OD&PL		
		Complete the UoL research staff survey to gather more detailed responses and increase response rates	Completion of the survey; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders	June 2022	ECRDSG, OD&PL		
		Support Cafes and Culture with an MS Team to build a Community of Practice	150 members joining the MS Team	Dec 2021	OD&PL		
<b>Researchers must:</b>							

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UNIVERSITY OF LEEDS



HR EXCELLENCE IN RESEARCH

ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Update UoL Guidance on the Employment of Research Staff in response to updated Concordat	Publication on our researcher support website ( <a href="https://researchersupport.leeds.ac.uk/">https://researchersupport.leeds.ac.uk/</a> ) 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	June 2021	OD&PL, ECRDSG, HR Resourcing and Employment team		
ER2	Understand their reporting obligations and responsibilities	Wellbeing, Safety and Health have developed new guidance for both staff and managers which sit on the HR webpages, bringing together the range of support options available in the University and details of how to access them. Continue to promote the guidance and how to access through the HR website. Policy on Dignity and Mutual Respect currently being considered for update by HR	Increased awareness of our policies and where to locate them from our research staff survey	Ongoing	Wellbeing, Safety and Health, EPU, OD&PL, ECRDSG		
ER3	Positively engage with performance management discussions and reviews with their managers	Ensure the probation review is a valuable developmental process, similar to SRDS, and that the two processes are joined up	Increased satisfaction levels from researchers, measured via a research staff survey. Researchers report that probation review is effective in supporting their development	Ongoing	HR Hub teams, OD&PL, ECRDSG		
		Enhance existing guidance to assist both researchers and reviewers with the review	Guidance available to researchers and reviewers. Positive feedback on the guide and its use	Sept 2021	HR, OD&PL, ECRDSG		
		Complete the UoL research staff survey to gather more detailed responses and increase response rates	Completion of the survey; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders	June 2022	OD&PL, ECRDSG		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Establish a mechanism 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	March 2021	ECRDSG		
		Attend 2 open fora a year with senior leaders including the VC, DVCs, Dean of the Doctoral College/Chair of ECRDSG and HR	Successful events evidenced by attendance figures. Topics raised at these fora feed into planning and development, and participants receive feedback on any resulting actions	Ongoing - 2 per year	OD&PL, ECRDSG		
		Engage with monthly ECR Action Group meetings	100 Action Group members	Dec 2021	OD&PL		
		Engage with Research Culture Cafes to share best practice, raise issues and propose solutions for change	Cafes taking place with increasing levels of engagement	4 per year	OD&PL		
		Support Cafes and Culture with an MS Team to build a Community of Practice	150 members joining the MS Team	Dec 2021	OD&PL		
		Supporting early career researcher groups (RS) to provide peer support, which previous feedback has shown to be valuable to participants	Sustained ECR groups and feedback shows that peer networks are valued by participants and captures examples of the difference made	Ongoing	OD&PL, ECRDSG		
<b>Professional and Career Development</b>							
<b>Institutions must:</b>							



PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Continued support for research staff development led by a dedicated researcher development team 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	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	Ongoing	OD&PL		
		Promote our 10 days training per year in research staff contracts, supported by a guide on 'What development is'	Survey responses to reflect increased numbers of research staff undertaking 10 days development. Increased awareness of this change by research staff	Ongoing	OD&PL, ECRDSG		
		Work with HR to explore ways to govern access to the 10 days, what reporting procedure and follow-up policies we could implement	Completion of the project, a guide/policy enforcing the 10 days requirement	Nov 2022	HR, OD&PL, ECRDSG		
		Transform our 'Career Architect' programme into a more accessible blended learning format and offer elements of it more widely covering all careers research	Blended learning programme available to research staff; 3 cohorts per year; evaluation finds that the materials meet RS needs in terms of content, learning activities and timeliness	Pilot Feb 2021 Sept 2021	OD&PL		
		Upgrade the research staff careers conference to a careers summer to increase access to resources and reach wider audience	Successful event running July through September, engagement statistics and positive feedback from attendees	Sept 2021 Sept 2022	OD&PL		
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Develop a new Research Leadership and/or PI development programme in line with Concordat recommendations	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.	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
		Enhance existing guidance to assist both researchers and reviewers with the review	Guidance available to researchers and reviewers. Positive feedback on the guide and its use	Ongoing	HR, OD&PL, ECRDSG		
		Promote Management Essentials training for new probation reviewers, similar to our current SRDS training	Evaluation to capture impact of the training: how has it informed the reviewers' approach and understanding; what changes have they made to their practice. Increased engagement with provision from attendance statistics	June 2021	OD&PL, HR		
		Develop a new session 'How to Hold Effective Career Conversations with Researchers' to equip managers to have effective, honest careers conversations with their Research Staff	Focus group to establish current challenges, with research managers to understand needs and expectations; also separately with researchers to ensure the programme delivers. Successful pilot running	Dec 2021	OD&PL		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Continue to support researcher development through a dedicated team in OD&PL with funding for a Careers with Research Consultant	Feedback from users of this support finds that it meets their needs	Ongoing	OD&PL, ECRDSG		
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Provide opportunity for research staff to engage with leadership development	Research staff participating in our foundation level leadership programme and evaluation showing a positive impact on career development and progression	December 2021	OD&PL		



		Promote our 10 days training per year in research staff contracts, supported by a guide on 'What development is'	Survey responses to reflect increased numbers of research staff undertaking 10 days development. Increased awareness of this change by research staff	Ongoing	OD&PL, ECRDSG		
		Review the university mentoring scheme to increase engagement	Increased awareness of school/faculty mentoring schemes and engagement statistics. Increased numbers of mentors and matches	March 2022	OD&PL		
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Continue to support researcher development through a dedicated team in OD&PL with funding for a Careers with Research Consultant	Feedback from users of this support finds that it meets their needs	Ongoing	OD&PL, ECRDSG		
		Upgrade the research staff careers conference to a careers summer to increase access to resources and reach wider audience	Successful event running July through September, engagement statistics and positive feedback from attendees	Sept 2021 Sept 2022	OD&PL		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	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 and HR Excellence 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	Ongoing, with annual reports prepared in January	OD&PL, ECRDSG, RIB		
<b>Funders must:</b>							
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning						
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes						
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit						
<b>Managers of researchers must:</b>							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Engage with the new Research Leadership and/or PI development programme in line with Concordat recommendations	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	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
		Enhance existing guidance to assist both researchers and reviewers with the review	Guidance available to researchers and reviewers. Positive feedback on the guide and its use	Ongoing	HR, OD&PL, ECRDSG		
		Promote Management Essentials training for new probation reviewers, similar to our current SRDS training	Evaluation to capture impact of the training: how has it informed the reviewers' approach and understanding; what changes have they made to their practice. Increased engagement with provision from attendance statistics	June 2021	OD&PL, HR		





		Develop a new session 'How to Hold Effective Career Conversations with Researchers' to equip managers to have effective, honest careers conversations with their Research Staff	Focus group to establish current challenges, with research managers to understand needs and expectations; also separately with researchers to ensure the programme delivers. Successful pilot running	Dec 2021	OD&PL		
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Promote the support for researcher development through a dedicated team in OD&PL with funding for a Careers with Research Consultant	Feedback from users of this support finds that it meets their needs	Ongoing	OD&PL		
		Publish a range of career support guides to support RS writing CVs, applications and preparing for interviews	Materials available on our researcher support website and usage/access figures. OD&PL Comms campaign to promote career development plans and resources, resulting in an increased number of bookings	July 2021	OD&PL		
PCDM3	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	Our research staff now have 10 days training written into their staff contracts. Promote our 10 days training per year in research staff contracts, supported by a guide on 'What development is'	Survey responses to reflect increased numbers of research staff undertaking 10 days development. Increased awareness of this change by research staff	Ongoing	HR, OD&PL, ECRDSG		
		Work with HR to explore ways to govern access to the 10 days, what reporting procedure and follow-up policies we could implement	Completion of the project, a guide/policy enforcing the 10 days requirement	Nov 2022	HR, OD&PL, ECRDSG		
PCDM4	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	Raise awareness of the recognition portal through HR to recognise research staff making contributions beyond their current role	Increased use of the portal by line managers of research staff. Recognising where individual researchers are contributing to priorities and making a difference	August 2021	HR Reward team, ECRDSG		
		Publish and adopt a Code of Practice for research staff who teach, using our PGR one as a guide	Code of Practice published and available on researcher support website. Evidence that this is being implemented by departments. Where researchers have relevant experience they can apply for PhD Advisor status and achieve professional recognition via PRiSE	April 2022	OD&PL, ECRDSG, Graduate Board, HR Resourcing & Employment team		
		Define and implement the role of PhD Advisor for research staff supporting PGRs in line with Code of Practice (above)	Publication of the role description and evidence of use by departments	Sept 2022	OD&PL, ECRDSG, Graduate Board, HR Resourcing & Employment team		
		Continue to support fellowship applicants and provide realistic information on opportunities	Increased funding success rates, and celebration of these successes	Ongoing	OD&PL, RIS		
		Produce a range of funding and fellowship guides to support researchers wanting to explore funding and an independent research identity	Publication of guides on the funding section of our researcher support website	Dec 2021	OD&PL, RIS		
		Continue to promote participation in PRiSE for researchers to gain HEA accreditation	A 20% increase in the number of research staff gaining Associate Fellow or Fellow status of the HEA.	March 2022	OD&PL		
		Run a research staff specific version of the Leeds Crucible	Running a research staff focused Crucible	February 2022	OD&PL, RIS		

HREiR Action plan 2019-2022 (updated Dec 2020 for the 10 year review)



UNIVERSITY OF LEEDS



HR EXCELLENCE IN RESEARCH

PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Engage with the new Research Leadership and/or PI development programme in line with Concordat recommendations	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	Nov 2021 for programme Nov 2022 for evaluation	OD&PL, ECRDSG, with input from HR Resourcing & Employment team		
		Create a Research Leadership section on the researcher support website, pulling together all development opportunities	Creation of the webpages	August 2021	OD&PL		
<b>Researchers must:</b>							
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Use the 10 days training per year in research staff contracts, supported by a guide on 'What development is'	Survey responses to reflect increased numbers of research staff undertaking 10 days development. Increased awareness of this change by research staff	Ongoing	OD&PL, ECRDSG		
		Work with HR to explore ways to govern access to the 10 days, what reporting procedure and follow-up policies we could implement	Completion of the project, a guide/policy enforcing the 10 days requirement	Nov 2022	HR, OD&PL, ECRDSG		
		Engage with the Action Group meetings to ensure career development opportunities meet needs	Standing item on the Action Group meetings to ensure career development opportunities meet needs	Monthly	OD&PL, ECRDSG		
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Engage with the support for research staff development led by a dedicated researcher development team 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	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	Ongoing	OD&PL		
		Contribute to the plans to support researcher development 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 will capture the impact of the training and development and the ways the training benefits their practice	Monthly	OD&PL, ECRDSG		
		Review the university mentoring scheme to increase engagement	Increased awareness of school/faculty mentoring schemes and engagement statistics. Increased numbers of mentors and matches	March 2022	OD&PL		
		Upgrade the research staff careers conference to a careers summer to increase access to resources and reach wider audience	Successful event running July through September, engagement statistics and positive feedback from attendees	Sept 2021 Sept 2022	OD&PL		
		Introduce monthly "Careers with Peers" events and "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 stepping stone	Production of materials, sessions running regularly and immediate feedback from researchers that the content meets their needs	Oct 2021	OD&PL		
PCDR3	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	Explore the possibility of using PebblePad as a reflection tool	Completion of focus groups to determine how researchers record development and what would serve their needs	April 2022	OD&PL		
PCDR4	Positively engage in career development reviews with their managers	Enhance existing guidance to assist both researchers and reviewers with the review	Guidance available to researchers and reviewers. Positive feedback on the guide and its use	Ongoing	HR, OD&PL, ECRDSG		



		Attend the new session 'How to Benefit the Most from Career Conversations with your PI' to equip research staff to have effective, honest careers conversations with their managers	Focus group to establish current challenges, with research staff to understand needs and expectations; also separately with managers to ensure the programme delivers. Successful pilot running	Dec 2021	OD&PL		
		Complete a UoL research staff survey to gather more detailed responses and increase response rates	Completion of the survey; review of outcomes to inform continuous improvement, overseen by the ECR Steering Group and communicated to stakeholders	June 2022	ECRDSG, OD&PL		
PCCR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Continue to support fellowship applicants and provide realistic information on opportunities	Increased funding success rates, and celebration of these successes	Ongoing	OD&PL, RIS		
		Produce a range of funding and fellowship guides to support researchers wanting to explore funding and an independent research identity	Publication of guides on the funding section of our researcher support website	Dec 2021	OD&PL, RIS		
		Continue to promote participation in PRiSE for researchers to gain HEA accreditation	A 20% increase in the number of research staff gaining Associate Fellow or Fellow status of the HEA	March 2022	OD&PL		
		Run a research staff specific version of the Leeds Crucible	Running a research staff focused Crucible	February 2022	OD&PL, RIS		
		Provide opportunity for research staff to engage with leadership development	Research staff participating in our foundation level leadership programme and evaluation showing a positive impact on career development and progression	December 2021	OD&PL		
		Publish a range of career support guides to support RS writing CVs, applications and preparing for interviews	Materials available on our researcher support website and usage/access figures. OD&PL Comms campaign to promote career development plans and resources, resulting in an increased number of bookings	July 2021	OD&PL		
		Promote Researcher@library resources to support academic outputs, open access and data management	Links to Researcher@library on the researcher support website and included in relevant development materials	August 2021	OD&PL, Library		
PCCR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Encourage researchers to join our two communities of practice: The Impact Network and Engaged Research MS Team	Increased number of research staff joining the communities	March 2022	OD&PL, RIS		
		Promote our resources for engaging with policy, Parliament and the UK government	Increased engagement of the resources through analytics	March 2022	OD&PL		
		Promote 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. Look at the mentoring part of the project to see what we can learn and implement elsewhere	Research staff being offered fellowships with numbers increasing every year Review of the mentoring scheme and identification of ideas to implement further	September 2022	OD&PL, RIS		

\* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or