Action Plan 2020

Title: **Action Plan – continued implementation of the Concordat to Support the Career Development of Researchers**

From: CDR WG   **Date:** 28 January & 25 August 2016

The University's new Strategy 'Simply Better' confirms our commitment to achieving the highest quality in everything we do. This strategy is built on four principles: collegiality, quality, internationalisation and sustainability. Integral to our strategy is our aspiration to provide an excellent staff experience and recruit, develop and retain our diverse, high quality staff. There is direct alignment between the University Strategy and the seven principles of the concordat.

Our research staff are essential to our core mission: To change the world for the better. Early career researchers are our largest single cohort of staff, and research staff are not only integral to our success but also contribute significantly to the wider society. We seek to empower our research staff to be fully engaged in the University and better connected within it; to benefit from being part of our institution and to be recognised and rewarded for the valuable contributions they make. Our aim is to enable research staff to take control of their professional life, to be aware of the range of opportunities available to them both internally and externally, and to encourage researchers to build their CVs and develop sustainable careers.

Between 2011-2015, the University undertook a substantial programme of work to enhance the careers of all our Education, Research and Enterprise (ERE) staff, and to address potential diversity and equality issues. The 'Reward Project' developed key new employment frameworks and HR policies, including revised career pathways for ERE staff, pay structures, promotions and appraisal. For the individual, the project outcomes provide:
- A choice of clear and transparent career pathways enabling maximisation of their full potential.
- An effective appraisal framework that supports a meaningful, two-way discussion about progress, contribution and career development

For the University the outcomes were:
- A framework to invest in and develop world class staff that contribute to the University's strategic priorities
- A positive impact on staff morale, collegiality, retention, engagement and performance

For research staff, this organisational wide change project is complemented by the work of Faculty based Concordat Champions, research staff representatives and Faculty plans that reflect the variable needs of this cohort of staff at the local level.

This 2020 Action Plan includes monitoring and assessment of the efficacy of the changes brought about via the Reward Project, as well as building on our previous achievements in each of the seven principle areas. Specifically, we aim to focus on improving guidance to and support of research staff, to ensure our policy and

practice is transparent to researchers. We will collect evidence and data that will enable us to improve our strategic plans and target any weak areas and issues affecting research staff in a timely manner. We will continue to nurture and support our researchers and to emphasise Faculty driven initiatives. In the next four years, we will ensure the full embedding of our research career pathway, monitor the quality of experience of staff and undertake certain projects that will help us address specific needs and develop opportunities that enable researchers to play a central role within the University and beyond.

In broad terms, we expect to see the following by 2020:

- Alignment of all plans to the newly agreed University's strategic goals and key performance indicators (KPIs).
- Improved access to details regarding all aspects of the University of Southampton employment offer and published policy response to RESAVER[1]
- Online availability and recommendation for use of OTM-R checklist with regard to all Researcher appointments.
- Increased conversion of Fixed-term contracts to permanent, for research staff with four years or more continuous service.
- Annual people data on: retention, permanency, promotion, pay, flexible working, contract type, and talent management of research staff
- Continued expansion of the use of existing reward and recognition mechanisms for research staff, i.e. Dean's, VC and staff achievement awards and embedding of effective appraisal good practice.
- Availability of clear guidance on permanency, funding, retention-bridging, parental leave, and Continuous Professional Development (CPD)
- Empowered research staff and increased involvement in University life, including relevant committees, wider opportunities and Faculty level activity
- Improved CPD and Careers offer, to encourage sustainable career planning and pro-active CV building
- Development, Implementation and evaluation CPD 'employability module', informed by employers, researchers, and alumni
- Developed training and support for PIs, to facilitate them in their management role
- Improved guidance regarding parental and carers leave.
- Increased our understanding of the research career pathway, including the international dimension, with a 'Pathway Project', which will inform future planning
- Continued increase in Athena SWAN awards at University and departmental level.

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[1] OTM-R the *Open, Transparent and Merit-based Recruitment of Researchers* checklist (July 2015).   RESAVER is a European pension scheme for researchers

[2] Acronyms included in this document are: PVC – R = Pro Vice Chancellor Research; HR = Human Resources; ILIaD = Institute for Learning Innovation and Development (where Professional Development is located); CDR WG = the Career Development of Researchers Working Group (who over-see the implementation process) IO = International Office; RIS = Research and Innovation Services; FHS = Faculty of Health Sciences; FNES = Faculty of Natural and Environmental Sciences; FoM = Faculty of Medicine; AU = Academic Unit; E&D = Equality and Diversity; CPD = Continuous Professional Development; PERu = Public Engagement with Research unit.

Principle	Action	Deliverables	Success indicators	Carried out by	Review dates
Principle 1 – Recruitment, selection and retention	1.1 We will improve the range and extent of advice and guidance for research staff regarding the benefits of working at the University of Southampton, and present this information in an accessible format for all research staff employees. (this action is the summation of other actions detailed below) Jointly owned by: HR, Researcher Development and Careers[2]	Comprehensive information and guidance available online through a 'one stop shop' for all research staff, including links to employment terms and conditions, CPD programmes and modules, career pathways, leave entitlements. A policy response to RESAVER. All component parts will be scoped through 2017-18, designed by 2018, delivered 2019. The project will be led by ILIaD and HR, and monitored by the CDR WG.	By December 2018, the *Working as a researcher* website will contain all relevant information for research staff on what the University of Southampton provides employees in the areas of particular interest to researchers and their PIs (for details, see Action Points below), including: • Fixed term contracts and the management thereof • Continuing professional development offer, comprising training interventions, careers support, CV building opportunities, and international schemes • Carers and parental leave guidance • Data relating to the research staff experience (from HR and CROS) • Research staff activities and involvement in Faculty and University life • Career pathways and trajectories, and future employment information Webpage content will be fully established and accessible to 100% of research staff[3] by December 2018, and linking to HR, Finance, and	HR, ILIaD, Finance	All actions will be reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019

[3] This is all staff classed as 'Academic Research' in the HR database.

| | | | research information as appropriate.

From September 2017, we will begin to compile website analytics that demonstrate the extent to which reference material is being accessed.

Signposting to *Working as a researcher* webpages will be included in all letters of appointment for research staff from January 2019, and promoted to PIs.

Researcher induction will be amended, from October 2018, to include reference to information and guidance available online.

University response to RESAVER will be published by August 2020. | | |
| | 1.2 In line with the Fixed-Term Employees (prevention of Less Favourable Treatment) Regulations 2002, we will investigate the feasibility of converting fixed term contracts into permanent ones for research staff who have achieved four years continuous service (where the continued use of fixed-term contracts cannot be objectively justified), with the wider aim of reducing the use of fixed term | Our aim is to manage research staff on fixed term contracts more proactively. The University Executive Board (UEB) agreed in August 2016 to a pilot project in the Faculty of Health Sciences to explore and develop a fixed term contract management process and where, other than administration costs, implementation of new permanency arrangements would be 'cost neutral' to the University.

The outcome of the pilot and the business case for change, including a draft permanency policy, supporting procedure and forecasted costings with respect to any changes requires in the HR database and of administration, will be presented to UEB in 2017. Subject to UEB | Subject to the outcome of the pilot and UEB approval in September 2017: By August 2020, 90% of research staff who have continuous service of four or more years as at 1st September (where the continued use of fixed-term contracts cannot be objectively justified), will be offered the option to convert to a permanent contract.

From December 2018, HR will monitor the numbers of staff who take up this option and the data will be included in an annual report (see Action 1.4 below). | Faculties, HR | |

	contracts by 2020. Owned by: HR & Faculties	approval, the new policy will be applied across the University and incorporated in University's 10 year plan. The deliverables are as follows: • FHS pilot completed 31st July 2017. • Evaluation of pilot and recommendations reported to UEB in 2017 • Approved actions begin to be implemented from September 2018.			
	1.3 We will implement the *Open, Transparent and Merit-based Recruitment of Researchers* (OTM-R) checklist and use this as an additional 'quality assurance' mechanism for our recruitment processes. Owned by: HR	Assessment of current recruitment practice against each of the 23 areas of activity identified on the OMT-R checklist. Development of Recruitment Action Plan, for any of the 23 areas requiring improvement. Inclusion in HR business and workforce plans for 2017-2020. Implementation of action plan Following discussion with HR, an action plan will be drawn up, resource identified and improvements will begin in 2016-17, led by HR.	By October 2016, the OTM-R checklist will be published on the University's website with mechanism in place for annual update. From January 2017, recruiters of researchers will be made aware of the online availability of the OTM-R checklist and best practice for use with regard to all Researcher appointments. A web-link will be included in recruitment guidelines. The implementation of the action plan will be completed by December 2018, resulting in responses 'Yes completely/Yes substantially' in all areas. OTM-R (or other established quality assurance and assessment mechanisms) will inform an annual review and continuous improvement processes. (see Action 1.4 below)	HR Recruitment Adviser	Ongoing and reviewed annually: **October** 2016 **October** 2017 **October** 2018 **October** 2019
	1.4 We will continue to improve the availability of management information	In recent years the availability of management information to support and assess the impact of change has improved considerably, with	By September 2020, a data report and analysis will be provided on an annual basis by HR to the CDR WG, with summary findings published on	HR Systems & CDR WG	Ongoing and reviewed annually: **October** 2016

to enable the University and Faculties to better monitor and assess the positive impact of change programmes such as the Reward Project and seek continuous improvement. Owned by: HR	automated reports being available to managers containing key data regarding recruitment, retention, sickness absence etc. Progress in this area continues with data due to become available in 2018 in relation to: - employment and retention rates - number of research staff obtaining promotion in the annual promotion rounds - competitiveness of pay - talent management of researchers - occurrences of flexible working - Receipt of VC awards for exceptional contribution (see 2.1 below) - Receipt of staff achievement awards (see 2.1 below) - Use of fixed term / permanent contracts (initially FHS) (see 1.2 above) - Completion of appraisal meetings In 2016/2017 KPI's agreed and gap analysis of available Management Information to monitor KPIs completed. Additional data areas required agreed by key stakeholders. The process by which the data will be captured, stored and reported will be scoped with resource/budget implications included within stakeholder business plans for 2017/18. 2017/2018 – Management guidance made available regarding the interpretation of data reports. Reporting to begin with effect from 1st	the *Working as a Researcher* website and shared with the Vice President Research & Enterprise. Associated action plan and responsibility for delivery will be agreed with key stakeholders and UEB on an annual basis. Agreed actions will be incorporated into relevant business plans. Progress will be reported to the Vice President Research & Enterprise, annually (see 7.3 below).		**October** 2017 **October** 2018 **October** 2019

		October 2018.			
Principle 2 – Recognised and valued	2.1 Building on the success of the Reward Project to improve career pathways within the University, we will ensure managers of research staff have a better awareness and understanding of existing reward and recognition policies, in order that exceptional researcher contributions are rewarded as appropriate. Owned by: Faculties & HR	The mechanisms by which exceptional contributions can be recognised already exist within our University level staff achievement and VC award schemes, as well as with Faculty level Dean's awards. We will continue to build on our success of recognising exceptional contribution of research staff via these means and encourage the recognition of outstanding PIs in these award processes. Awareness of these schemes will be enhanced, through the use of case studies, celebrating success being included on the *Working as a Researcher* webpages in addition to the existing communication channels. Payment, i.e. achievement, of awards (by staff cohort) will be included within annual data reporting to CDR WG and Faculty Management with effect from 1st October 2018. Data on the numbers of researchers achieving promotion and in-level transfer will be included in the annual HR data report.	With effect from October 2018, and on an annual basis thereafter, achievement of staff awards (by staff category) will be reported to Faculty Management/CDR WG on an annual basis, to raise awareness of the extent of distribution. By April 2020, and thereafter, each faculty will submit a minimum of one VC award nomination in relation to an individual researcher/team of researchers, for exceptional contribution in collegiality, quality, internationalisation or sustainability. By December 2016, the *Working as a Researcher* website will contain a case study per Faculty, reflecting research staff experience. By February 2017, website analytics will demonstrate an increase in engagement levels with the site. By January 2019, a PI recognition mechanism will have been identified, nominations encouraged, and achievements reported annually to Faculty Management/CDR WG (as with research staff awards above).	Faculties, CDR WG, ILIaD, HR	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019
	2.2 We will continue to	Existing Faculty level initiatives will be	By December 2016 we will have identified	Faculties, ILIaD,	Reviewed at CDR

	encourage the greater involvement of research staff in the University environment. Owned by: Faculties & ILIaD	maintained, including: - Medicine's *Postdoc Association*, - Health Sciences' *Fixed Term Contract forum*, - Humanities' *Academic Unit ECR representatives* - The Faculty of Natural and Environmental Sciences' *Early Career and Teaching Fellows committee*, - Engineering and the Environment's ECR *careers group*. We will identify relevant University level committees, including the USRGs, by December 2016, and aim to increase representation in one Faculty (yet to be agreed) by the end of 2017. The CDR WG will monitor the situation and extend to other Faculties from 2017 onwards. Available to all staff via the University's VLE from Spring 2018. Evaluation and Review in Summer 2018, with continuous improvement action plan in place by December 2018.	appropriate key committees and USRGs[4] and by 2020 established Research Staff representation on them. We aim to achieve 65% of respondents 'feeling integrated into the institution', as per CROS data, by 2019 (from 58% in 2015).	Public Engagement, RIS	WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019
	2.3 We will continue to embed the new appraisal process and to monitor the experience of appraisals for research staff.	Building on the success of the Reward Project, we will continue to increase the percentage of research staff receiving an appraisal, so as to remain in-line with the UK HEI sector. Promotion of the requirement for (and benefits of) appraisals will be enhanced through the	By October 2016 appraisal resources and guidance will be promoted on-line and available to view by 100% of research staff eligible for an appraisal. By January 2017, all managers of research staff	Faculties, ILIaD, HR, CDR WG	Reviewed at CDR WG meetings – when is appraisal round for researchers? **Oct.** 2016, 2017,

	Owned by: Faculties and HR	*Working as a Researcher* website, with supporting testimonials. Appropriate metrics will be identified by which to monitor and assess the impact and effectiveness of appraisal amongst the research staff population. Now that the new appraisal process is in place, it is a key aim of this Action Plan to focus on the impact of Reward Project changes and the quality of experience for Research staff. The CDR WG will continue to evaluate the impact and effectiveness of the appraisal process and appraiser training (taken from Faculties, feedback from researchers and PIs, and the ILIaD evaluation system).	will have been offered the opportunity to attend appraisal training and over 90% of managers will have undertaken the training. Annual Appraisals are mandatory for all staff and by 2018, completion of appraisals will be monitored annually by HR via the University's VLE with data provided to faculty management for action as appropriate. The participation rate data of research staff will be included in the HR annual data report, against an uptake target of 85% in the first instance. Beginning in October 2017, the CDR WG will gather qualitative data from research staff, in at least two Faculties, on the appraisal experience from the researcher perspective and report this annually to the HR Reward team.		2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019
Principle 3 – Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment	3.1 We will aim to understand the international dimension of research careers better, and to improve the mobility of research staff. Owned by: Vice-Presidents Research and International	We will continue to improve our understanding of international opportunities & encourage researcher participation and mobility, including virtual connections, through our partnerships and international schemes such as the WUN. Local initiatives/opportunities will be reported by Faculties at CDR WG meetings.	By October 2017, we will have established benchmark data (in collaboration with the International Office) and a KPI (in 2018, and in line with University strategy) to improve access to information and participation in international opportunities and schemes. By October 2018 advice, resources and case studies will be available online at the Working as a Researcher website, in support of research staff considering international working/partnerships.	CDR WG & International Office	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019

	3.2 We will improve support for the 'global researcher' Owned by: Faculties & ILIaD	Our improved CPD offering for research staff (see 4.1 below) will comprise international issues/aspects including: - working with diversity - information on global careers and education - business acumen - digital skills.	By October 2020 the CPD offering for researchers will have been enhanced to encompass the 'Global Researcher' agenda. Advice and guidance (see 3.1 above) will be available to all research staff via the Working as a Researcher website (where in 2016, nothing was available).	Faculties and ILIaD	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019
	3.3 We will establish greater transparency and clarity of policies and practice affecting research staff. Owned by: PVC/VP Research	In 2016, the Faculty of Health Sciences will pilot the creation and use of a Guidebook for Research Staff. Following evaluation and review of the pilot, this information will be shared with other Faculties to incorporate into existing handbooks or new documents if required, during 2017-18. University employment policies and practice, relating to research staff, will be sign posted from the *Working as a Researcher* website in addition to appearing on the HR website. Information provided will include guidance in relation to: - Funding/bridging funding - teaching arrangements - opportunities for researchers to engage externally and to supervise PGRs - promotion prospects - talent management schemes.	By October 2020, relevant guidance will be available in handbooks/specific guidebook/online advice for research staff in all 8 Faculties. By October 2020, 100% of research staff (in the HR database) will have access to user-friendly information online regarding employment policies and practice relevant to research staff. By May 2019, our aim is that research staff will be better informed 'of UK initiatives relevant to research staff' i.e. we will have reduced the number who have 'never heard of...' the Concordat (to less than 44%) and the REF (to 10%). From October 2017, website analytics will demonstrate an increase in use of the *Working as a Researcher* website, as a source of advice and guidance.	HR, Faculties & ILIaD	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019 CROS data 2017 and 2019.

| Principle 4 – The importance of researchers' personal and career development is recognised and promoted | 4.1 We will undertake a project to improve professional development support (Continuing Professional Development - CPD) - (*proposed by Dr Peter Worsley, Senior Research Fellow*)

Owned by: ILIaD & Faculties | A research staff led project on CPD will begin in 2016, supported by the Researcher Development Co-ordinator. The project will explore the feasibility of creating an accredited programme, comparable to other sectors and international institutions (i.e. in Australia, and Ghent).

The outcomes from this project will contribute to the University level review of current provision of Professional Development/CPD for all staff categories, which also includes a strand focussing on CPD for Research Staff.

The CPD project will explore core CPD options, including Faculty contributions and Equality and Diversity components.

The impact of the CPD offering will be assessed through the annual appraisal system and ILIaD performance report.

The timescale for delivery is:

2016 – Project Scoping
2017 – Research and design
2018 – Implementation
2019 – 1st year evaluation and review
2020 – 2nd year evaluation and review

The Research staff Induction module will continue to be offered to all new researchers, with the option for an end of year one review session. | By the end of 2018, the new CPD offer will be in place and available to all research staff.

By October 2017, 100% of new research staff (as identified in the HR database) will be invited to attend the Research Staff Induction module and subsequent follow-up end of year 1 review module. | Research Staff, Faculties, ILIaD, E&D, RIS, Library, iSolutions, IO, & HR | CPD project reported at CDR WG meetings:
Oct. 2016, 2017, 2018, 2019
Feb/March. 2016, 2017, 2018, 2019
June. 2016, 2017, 2018, 2019

ILIaD Annual Performance report –
October/November. |

	4.2 We will review and Improve our careers offer for research staff. Owned by: ILIaD & Careers Service	We will review our careers offer to researchers in 2016-17, with the aim of redesigning and beginning delivery of the new offer in 2018-19. We will make better use of alumni data to inform our careers offer. Beneficial links with Alumni will be identified and benchmarking data established in 2017. We will continue to offer high-quality careers coaching to individuals where appropriate and to ensure better sign-posting and support for a range of career options for all staff. With guidance from HR, the Faculty of Natural and Environmental Sciences will develop and pilot advice on 'how to move between career pathways' in 2016. Availability of this information will be extended to other Faculties from 2017 onwards. The Faculty of Medicine online 'road map' of career options and progression will be developed further, i.e. to incorporate University career pathways, and shared, as an example of good practice, with other Faculties and disciplines in 2017-2018.	By October 2019, a new careers offer and range of resources will be available to all research staff. Appropriate KPIs relating to participation will be in place and monitoring begun. Between October 2016 and September 2020, levels of 1-2-1 careers coaching will be maintained at, or where resources allow, increased above 2016 levels (i.e. not less than 30 per annum). By October 2018, advice on 'How to move between career pathways' will be available online to staff across the University. By October 2018, researchers will have online access to Faculty-based or Discipline specific career road maps.	Careers Service, Faculties, ILIaD	Employability Reports produced in summer: 2016, 2017, 2018, 2019 & 2020. Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019
	4.3 We will create an 'employment module' to assist research staff moving to sectors outside of academia. Owned by: ILIaD & Careers	We will design and deliver an 'employment module' to research staff, for those staff looking for positions outside of academia. We will work closely with employers, the Careers Service, researchers and alumni, in 2016-17, to scope the module. The module will be designed in 2018 and piloted in 2019. Led by the Researcher Development Coordinator.	By October 2020, the employment module will be offered to all research staff under formal notice of the end of their fixed term contract i.e. 100% of staff as identified through the HR database and where our current turnover of research staff is over 300 staff per annum.	ILIaD, Careers Service, CDR WG.	Evaluated immediately after event or online by ILIaD. Reported to CDR WG annually in October 2016, 2017, 2018, 2019, and 2020.

	Service				
Principle 5 – Researchers share responsibility for and need to be pro-active in their CPD	5.1 We will continue to encourage research staff to be pro-active in their professional development and career management. Owned by: Faculties & ILIaD	We will create an online development 'needs analysis (TNA)'/self-assessment tool and actively encourage research staff to use it to inform their CPD. This project will be led by the Researcher Development Coordinator. We will continue to encourage, both at University and Faculty level, the growth of personal career-planning and the recording of achievement (this will build on our success up to 2016 and will form part of the CPD project, see Action 4.1 above). We will continue to encourage the use of the Appraisal process to discuss the impact of development undertaken and identify (with reference to the TNA tool) future development needs and associated action plan.	By October 2020, an online TNA tool will be established and available to 100% research staff (identified as 'Academic-Research' on the HR database) via the *Working as a Researcher* website. Website analytics will demonstrate the level of use of the tool by staff. By May 2019, more than 55% of research staff will be reporting in the CROS that they 'have a clear career development plan' (whereas in 2015, 47% said they had one), and more than 80% will be reporting that they are treated fairly in their 'career progression/promotion' (from 72% in 2015). By May 2019 there will be an increase in number of staff reporting they keep a record of their development and achievements, to at least 66% as per CROS data (where in 2015, 57% reported they had one).	Faculties & ILIaD	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019 CROS data 2017 and 2019.
	5.2 We will continue to encourage researchers to participate in the full range of opportunities available in the University. Owned by: Faculties & ILIaD	To enable researchers to build their CVs, we will continue to promote continue to promote CV building opportunities to researchers and PIs through and expand a range of opportunities and to monitor research staff participation/involvement in the following: - Core training programme - Public Engagement with Research unit training and activities	By May 2019, we will have maintained, or improved where possible, on the number of respondents to CROS 2015 who had engaged in the following: - public engagement (43% in 2015) - external collaborations (43%) - teaching/lecturing (42%) - engagement with policy makers (25%)	ILIaD, Careers Service, CDR WG, RIS, PERu,	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019

			had been mentored (25%)		
		- External collaborations, including KTPS (through RIS) - the ICURe Programme and SET Squared partnership (through RIS) - Teaching - PublicPolicy@southampton - The University and PGR mentoring schemes (as mentor/mentee). To support research staff with teaching responsibilities, we will pilot teacher-training provision suitable for research staff, supported with online materials, appropriate and available for use by Research Staff. Project scoping and design of online resources to take place from Jan 2017, with development completed by June 2018. Linked to the Career Roadmaps (see Action 4.2 above), we will establish Faculty sensitive guidance/case studies and exemplars illustrating the nature and range of opportunities available to research staff and time allocated to CPD.	Pilot teacher-training provision during 2017. By December 2018, online teaching-training materials will be available to 80% of research staff[5]. With VLE analytics confirming use of materials by research staff. By October 2020, there will be guidance on CPD activity available online for 100% of research staff (identified as Academic Research on the HR database) and their PIs. (e.g. via the *Working as a Researcher* website and the Career Roadmaps). Gathering web data on access and use will be underway.		
	5.3 We will establish training and support resources for PIs, so they can empower their research staff.	The Faculty of Natural and Environmental Sciences (FNES) will design and deliver pilot PI training programme to support the appraisal process in 2016-17. The outcomes of the pilot will be shared with	By October 2020, PI training will be in place and available to 100% of eligible staff.	Faculties and ILIaD	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019

[5] This is 100% of staff classed as 'Academic Research' in the HR database, and allowing for 20% variation in data and eligibility of staff (for teaching purposes).

	Owned by: Faculties and ILIaD	other Faculties in 2017-18 and embedded within the new CPD offering for research staff. We will ensure that the 'CV building' concept is included in the PI training, so that PIs can encourage their staff to take advantage of the excellent range of opportunities available to them.			**June.** 2016, 2017, 2018, 2019
Principle 6 – On diversity and equality	6.1 We will extend Athena SWAN to all protected characteristics and across all Faculties. Owned by: University-E&D	We will have achieved a Silver award – Athena SWAN (University KPI) and will extend the characteristics and processes to all non-STEMM areas. We will ensure that there is a more formal integration between Athena SWAN and the CDRWG at Faculty level; the relationship will be reviewed annually for Equality and Diversity and CDR WG reports.	By December 2017, we will have achieved a Silver Athena SWAN award at University level. By December 2020, we will have achieved three more Silver Athena SWAN awards. By December 2018, we will have achieved at least two departmental bronze awards in the new areas of: arts, humanities, social sciences, and/or business and law subject areas. By June 2017 all eight Faculties will have developed an action plan and will establish a structure for delivering their equality and diversity priorities based on their plans. By October 2018 Unconscious Bias training will be offered as part of the University's core training programme.	Diversity, Faculties	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019
	6.2 We will undertake a review about how best to raise awareness and understanding of parental leave policies and the impact of parental leave across the researcher	A working group will be established with representatives from the Research community, ILIaD, HR and Communications, to review how current information may be more effectively communicated/readily understood. In response to feedback already received, the review will include: occupational maternity pay; available	By October 2020, the Working as a Researcher website will contain/link to comprehensive advice and guidance on carers, parental and maternity leave, supported by case studies and AskHR contact details for one to one advice. (in 2016, information remained limited)	Diversity, Faculties, ILIaD	Reviewed via CROS 2017, 2019 and at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019

	community (*proposed by Dr Lisa Gould, Senior Research Fellow*) Owned by: CDRWG and HR-E&D	sources of specialist advice, parental and maternity and carers leave, flexible working (including job share). The project group will also consider the impact parental leave has on the career trajectories of staff including: what the career, promotion and funding application success rate is for returning staff. The group will recommend ways of promoting information clearly to research staff and their PIs. Time frame for delivery: 2016 Project scoped 2016/17 Proposals agreed and implemented 2017/18 Success monitored through HR data, CROS data and CDR WG and website analytics.	By May 2019, satisfaction levels with treatment of 'pregnancy and maternity' will be reported in CROS at a minimum of 85% positive responses. (from 80% on 2015) By October 2018, there will be FAQs and case studies to guide HR, managers and research staff, as part of the 'Ask HR' service, on the HR website and sign-posted from the *Working as a Researcher* website. By October 2020, data on parental returners and the retention rate of researchers (particularly of women returners), will be included in annual HR data report (see 7.3 below).		**June.** 2016, 2017, 2018, 2019
	6.3 Equality and Diversity team will contribute to the CPD programme for Research Staff. Owned by: HR-E&D	We will create modules for the CPD programme, including: - Rights and responsibilities working in research - Diversity and inclusion in research ethics and impact These will be scoped in 2016-17, designed and delivered in 2018-19. The impact of the modules will be reviewed through ILIaD performance report, the Athena SWAN process and reported at CDR WG.	By October 2020, two additional courses, listed across, will be made available to all research staff. During the period May 2016 – May 2019 we will maintain 90% of respondents (as per CROS) confirming they 'believe the institution is committed to E&D'.	Diversity, Faculties, ILIaD	Reviewed annually. Activities reported to CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019
Principle 7 – Stakeholders	7.1 Faculties will continue to develop, review and	Faculty plans are 'live' documents that are regularly reviewed and up-dated.	Continued improvements/developments will be reported twice a year to the Research and	Concordat Champion	Reviewed annually in Faculties.

will undertake regular reviews of progress	revise their own plans and consider including the requirements of the Concordat as part of the annual business planning rounds. Owned by: Dean/AD Res	Although all research staff have access to the plans they are not always aware of them, so there will be a continued effort to promote them among research staff and to encourage greater engagement and feedback from researchers. For details of all the Faculty plans, please see: http://www.southampton.ac.uk/waar/concordat/faculty-action-plans.page?	Enterprise Advisory Group (REAG) by the Chair of the CDR WG. REAG comprises the Faculty Associate Deans of Research, who will also be able to contribute to the reporting. May 2019 CROS data will confirm an increase in staff awareness of the plans, i.e. more than 63% as in 2015.		Activities reported to CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019 CROS 2017 and 2019.
	7.2 We will continue to actively encourage feedback from research staff. Owned by: CDR WG	We will continue to expand Faculty involvement in the Concordat implementation process and share good practice with respect to research staff engagement and active involvement in the process. We will continue to increase research staff representation on and voice via the CDR WG. We will undertake CROS 2017 and 2019, and improve participation rates from the 28% achieved in 2015. We will continue to invite comments on research staff training, development careers offer, on the ILIAD annual Performance report, and via the bi-monthly newsletter.	During the period May 2016 –May 2020, there will be a growth in research staff participation and feedback via CROS (indicated by improved participation rate i.e. not less than 28%) and analytics on the *Working as a Researcher* website (see Action 1.1 above), and greater research staff control of CDR WG (see Meeting Notes and Action Points on the Concordat website).	CDR WG	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019 CROS 2017 and 2019.
	7.3 We will establish annual reviews and performance reporting. Owned by: PVC/VP Research	We will continue reporting from research staff, Faculties, Diversity, International Office, Careers Service, HR, ILIaD, and the UCU, into the CDR WG – 3 times per annum. Data requirements for monitoring purposes (outlined throughout this report) to be scoped	The Chair of CDR WG represents the group and reports to REAG as an agenda item every 6 months and provides an annual written report to REAG that is taken by the Vice-President Research to the Executive group, with effect from 2017.	CDR WG, HR, Careers Service, RIS, ILIaD	Annual reports reviewed: **October** 2016 **October** 2017 **October** 2018 **October** 2019

		in 2016, with automated HR reports (i.e. Cognos reports) available in January 2017 on: - Employment and retention rates - Promotion levels - Occurrences of flexible working - Numbers of employees on fixed term and permanent contracts - Completion of appraisal meetings	The format of Annual performance report from the CDR WG will be agreed with the Vice-President Research (who will be appointed in September 2016) by January 2017.		
	7.4 Under the broad term of a 'Pathway Project' there will be a number of activities to enable us to better understand the Research career pathway better. Owned by: PVC/VP Research	Beginning in 2016, the project will interrogate the Research staff pathway and consist of a: 1) Pathway project team 2) Qualitative study by Strategy and Planning 3) Longitudinal study by Profession Yehuda Baruch 4) Evaluations – using internal matrix by ILIaD	By September 2020, a greater understanding of research staff needs and contemporary research context that will be used to inform our: - Recruitment information and general offer - CPD and Careers offer - Employment module - Faculty and Professional Service business planning - Strategy and KPIs	Project team (tbc)	Reviewed annually: **October** 2016 **October** 2017 **October** 2018 **October** 2019
	7.5 We will continue to ensure that all elements of the Concordat action plan align to University and Faculty strategy and support the achievement of the University's KPIs. Owned by: PVC/VP	Achievement of University strategy will under pin all decisions of the CDR WG. With the close alignment of the Concordat principles to the University Strategy, a review of the Concordat will be embedded within Faculty and Professional Services business planning processes as appropriate. A steering group will be established to oversee	By December 2016, UEB will establish a Concordat Steering Group to drive this action plan, monitor data and progress, and to report into REAG. By September 2017, the *Working as a Researcher* website will outline how each element of the Concordat action plan, supports one or more of the University's Strategic KPI's.	CDR WG with Strategy & Planning	KPIs reviewed annually and signed-off by Council in November: 2016, 2017, 2018, 2019, and 2020.

	Research	the delivery of the objectives in the above plan.			