

## Bridging Actions 2020 – 2022

### Concordat to Support the Career Development of Researchers (2008) / Researcher Development Concordat (2019)

The University of Southampton is in transition between the 2008 version of the *Concordat to Support the Career Development of Researchers* and the 2019 revised version. The Coronavirus pandemic has interrupted all University activity and we are currently evaluating the impact of this on research and our research staff. In June 2020 we launched an institutional survey of *Impact of COVID-19 on the University of Southampton's Early Career Researchers* and the findings from this survey (due in October) will inform our strategic focus into 2021. In view of the present uncertainty surrounding the extensive Covid-19 related impacts on the University, we anticipate becoming a signatory to the revised Researcher Development Concordat by the end of July 2021. Whilst we are actively monitoring the situation, we will need to undertake some preliminary scoping work to understand the scale of the challenge we face and the extent of organisational and cultural change needed to meet the revised Concordat requirements in the wake of Covid-19. In the meantime, we have put the following bridging actions and time frame in place to maintain momentum and to ensure continuation of progress.

#### Update May 2022

Please note: The Equality Charters Programme Board (ECPB) work was absorbed by the Equality, Diversity and Inclusion committee (EDIC) in 2021. Changes to the original Action plan are in square brackets [ ].

We became a signatory to the revised version earlier than anticipated i.e. in November 2020, and this Bridging Plan enabled us to conduct a gap analysis, to identify 5 major strategic areas of work, which we turned into 5 strategic projects with Working groups. For further details, please see our 2022 HREiR report for the 10 year review, that accompanies this document.

#### Bridging Action plan 2020 – 2022

Action	Details	When	Success measure	Status May 2022
<p><b>New actions:</b></p> <p>A: In view of the coronavirus pandemic we will:</p> <ol style="list-style-type: none"> <li>1. Focus on the issues emerging from the survey of the <i>Impact of COVID-19 on the University of Southampton's Early Career Researchers</i></li> <li>2. Conduct a scoping survey</li> </ol>	<p>The <i>Impact of COVID-19 on the University of Southampton's Early Career Researchers</i> survey was designed by two ECRs with the support of a Concordat Champion, Associate Dean for Research and CHEP rep, and it received input from all disciplines and Head of Student &amp; Market Insight. Data from the survey will be analysed during September/October. The outcome will be reported to key stakeholders for local and institutional response and, where relevant, for inclusion in research recovery plans.</p>	<p>Between 01 August 2020 and May 2021</p>	<p>Issues in survey identified and presented to Deans, ECPB, CAG and ED&amp;I committees in autumn 2020.</p> <p>Resourcing plan presented to ECPB in May 2021.</p>	<p><b>Actions completed</b></p> <p>A.1 – A report, <i>Key Survey Findings: Impact of Covid-19 on University of Southampton Early Career Researchers</i> by Dr Lucy Gates and Dr James Gavin was published in November 2020. There was special coverage of the report in an ECR focused edition of Reaction (the University's internal research magazine) and all issues were shared with senior management and all research staff. Specifically, the authors presented their findings and recommendations for discussion to the Vice-President Research; to a Town Hall meeting for all University staff focused on research staff issues (September 2020); to an Associate Dean's Research meeting (December 2020); and to the Centre for Higher Education Practice (CHEP). The findings have informed the gap analysis and our 2022-2024 action plan.</p>

<p>on the resources required at institutional level to carry out the gap analysis and to align with People strategy and ED&amp;I strategy.</p>	<p>The Equality Charters Programme team will lead the scoping survey with the Concordat Advisory Group (CAG). Scoping will address the impact of Covid-19, assess the resources needed to conduct the gap analysis, consult with key stakeholders, and look for opportunities to align with other awards/charters and the People Strategy and Equality, Diversity and Inclusion Strategy.</p>			<p>A.2 – The initial gap analysis identified 5 key areas that required further investigative work. The areas were:</p> <ol style="list-style-type: none"> <li>1. Researcher development &amp; communications.</li> <li>2. The reduction in use of Fixed Term Contracts.</li> <li>3. Career development.</li> <li>4. Wellbeing and Family policy.</li> <li>5. Researcher Manager development.</li> </ol> <p>The plan to establish 5 working groups, each one led by a Faculty Concordat Champion and with group membership drawn from the researcher community was presented to and approved by EDIC in May 2021.</p> <p>In April 2022, funds to support research culture activities were allocated to Faculties to recognise the contributions of their researchers to the working groups.</p>
<p>B: We will become a signatory to the new Researcher Development Concordat (2019)</p>	<p>Resource for this will need to be scoped (see Action A above) and the approach discussed at the Equality Charters Programme Board and with key stakeholders. Signing in July 2021 will enable us to best align Council reporting with the HR EIR process.</p>	<p>By 31<sup>st</sup> July 2021</p>	<p>President &amp; VC signs letter on behalf of University.</p> <p>Listed among the signatories on the Vitae website.</p>	<p><b>Action completed</b></p> <p>We became a signatory to the 2019 version and are listed on the Vitae website. Our President &amp; VC <a href="#">signed the letter 03 November 2020</a>.</p>
<p>C: We will conduct an institution wide gap analysis and produce a new action plan</p>	<p>A working group will need to be set-up and discussion coordinated across the University.</p> <p>The discussions will consider lessons learned from the 8-year review and best practice that should be carried forward, including:</p> <ul style="list-style-type: none"> <li>• The exemplars of Dean’s prize schemes for ECRs &amp; FoM’s PI recognition award</li> </ul>	<p>Gap analysis and new action plan completed by 31<sup>st</sup> July 2022</p>	<p>2021-2024 Action plan approved by ECPB [now EDIC] in May 2022; [Phase 1] signed off by the ED&amp;I committee in June 2022; and [Phase 2] reported to Council in November 2022.</p> <p>New plan and progress report made publicly available on University website</p>	<p><b>Action completed</b></p> <p>The gap analysis confirmed that we mostly had the policies required to support the 2019 Researcher Development Concordat, however there were 5 key areas where we needed to understand the context and requirements for ensuring inclusion of all research staff and compliance by Faculties and researcher managers better.</p> <p>The Action Plan comprised three phases of work:</p> <ol style="list-style-type: none"> <li>1. Discovery and investigation - up to June 2022</li> <li>2. Identifying, reporting and agreeing on options – June 2022 to November 2022</li> <li>3. Implementation – from November 2022</li> </ol>

	<ul style="list-style-type: none"> <li>Continued promotion of appraisals for Research staff is required in view of the annual turnover rate of this cohort</li> <li>The quality of appraisal experience should be considered</li> <li>Targeting relevant information to research staff i.e. via WAAR and the RIS SharePoint portal.</li> </ul> <p>A variety of mechanisms and regular feedback are vital for ensuring the research staff voice is heard.</p>			<p>Phase 1 – the Discovery phase, was completed in May 2022. We are now moving to Phase 2, where we report, consult and agree on options, and ensure the researcher voice is included in relevant University level strategic plans and projects.</p> <p>See our <a href="#">2021-2023 Action plan</a> for the Signatory process which is providing overall strategic guidance of both the HREiR and Signatory processes until 2024, when we will bring both processes into better alignment.</p>
D: We will develop and embed our Equality Charters governance structure and clarify the processes for implementing the Concordat	Discussions are needed at Equality Charters Programme Board (ECPB), Concordat Advisory Group (CAG) and Faculty levels and all actions will need to align with the ED&I, People Strategy and wider University plans and be approved by the ED&I committee.	By 31 <sup>st</sup> July 2022	A single and clear process and structure for implementing the equality charters, including the Concordat, in place and embedded in business as usual (BAU) processes.	<p><b>Action completed</b></p> <p>The Researcher Development Concordat is now owned by the Equality Diversity and Inclusion team along with the other charters and awards.</p>
<b>Carried forward actions (in conjunction with our scoping work and gap analysis):</b>				
1.2 (Employment – Institutions: 6)	We will monitor the use of fixed term contracts and continue with our wider aim of managing the use of fixed term contracts better. This issue will be considered further as part of the above gap analysis process.	by 31 <sup>st</sup> July 2022	Addressed in the 2024 Action Plan.	<p><b>Action completed</b></p> <p>In 2021, our President and VC, Mark E. Smith, signalled the University’s intention reduce the use of fixed term contracts. A project will be set up to scope and plan this work in 2022/23. There is a dependency with a project to review the University Statutes and Ordinances. A <a href="#">Modernising the Governance</a> project is underway (from January 2021), which has a specific work package to ‘Review and update our employment procedures to make them easier to access, navigate, read and understand.’ Including the Ordinance for Fixed Term Contracts</p> <p>Working group 2 were tasked with looking at how we can <b>Reduce the Use of Fixed Term Contracts</b>. The Working group surveyed</p>

				<p>the current situation across the University, took data from HR and looked at other institutions and their practice.</p> <p>They produced a series of recommendations, some of which will be reflected in the new forward-looking Action Plan, with plans to refine others for inclusion in Phase 2.</p>
<p>2.2 (<i>Employment – Institutions: 7</i>)</p>	<p>We will continue to encourage the greater involvement of research staff in all levels of the University environment, including relevant committees (to be identified).</p>	<p>by 31<sup>st</sup> July 2022</p>	<p>The ECPB monitors and reviews progress in June 2021 and 2022.</p>	<p><b>Action partly complete &amp; carried forward</b></p> <p>All five Faculties have now established research staff representation (mostly ECRs) for each department/School. Concordat Champions work closely with the representatives. Representation on Faculty Research Committees and EDIC is via Concordat Champions. There has been an increase in ECR representation, for example the Faculty of Arts and Humanities has an ECR representative on the Research/Enterprise Committee alongside the Concordat Champion, and in Electronics and Computer Sciences school. Research staff are invited to join in research group management meetings. This encourages engagement and identification of potential leadership roles (e.g. committee membership) ECRs can be involved in.</p> <p>We will continue to work on wider representation and inclusion of research staff in our structure. In our 2022-2024 Action Plan template, we plan to increase representation in the following:</p> <ul style="list-style-type: none"> <li>• Staff wellbeing group (ECR3 &amp; ECI3)</li> <li>• Bullying &amp; Harassment focus groups (ECR4 &amp; ECM3)</li> <li>• All the equality charters (EI7)</li> </ul> <p>In addition, we will ask Deans of Faculty to consider ways of including researchers and managers in the development of organisational polices and decision making (EI7).</p>
<p>4.1 &amp; 4.2 (<i>Professional &amp; Career Development – Institutions: 1 &amp; 3.</i>)</p>	<p>We will continue to provide professional development, careers advice and support to research staff within Faculties and with our specialist services and remain responsive to research staff needs. We will review our careers offer for research staff as part of the</p>	<p>by 31<sup>st</sup> July 2022</p>	<p>Career and professional development provision is ongoing. The ECPB [EDIC] monitors and reviews progress in June 2021 and 2022. Career support addressed in the 2024 Action Plan.</p>	<p><b>Action completed</b></p> <p>We continued to offer a range of CPD opportunities and access to Careers resources online. We introduced new grant writing, power hours, and leadership talks from CHEP across 2020-2022. CHEP launched a new Researcher Development Hub in SharePoint in 2022 to signpost all research staff at all levels to relevant information. CHEP and the Library held the second Open research symposium, <a href="#">Credit where credit is due</a>, in July 2021,</p>

	gap analysis for the new Concordat.			<p>with over 100 participants. A third symposium, <a href="#">Reflecting on the new Open</a>, was held in July 2022.</p> <p>Working Groups 1 and 3 considered <i>Researcher development and communication</i> and <i>Career development</i>, respectively. Both groups have completed Phase 1 and made a series of recommendations, some of which will be reflected in the new forward-looking Action Plan, with plans to refine others for inclusion in Phase 2.</p>
5.3 ( <i>Environment &amp; Culture – Institutions: 4. Employment – Institutions: 4 &amp; 5. Professional &amp; Career Development – Institutions: 2 &amp; 6.</i> )	In view of the obligations on Managers of researchers in the new Concordat, we will need to review our training and support resources for PIs, so they can empower their research staff, and to ensure they meet all requirements of the 2019 version. A new Line Manager Development Programme will be piloted in 2020; this will be open to all managers including managers of researchers who will be eligible and encouraged to attend.	by 31 <sup>st</sup> July 2022	<p>HR Line Manager Development Programme piloted and evaluated.</p> <p>The ECPB [now EDIC] monitors and reviews progress in June 2021 and 2022.</p> <p>PI/research line manger needs addressed in the 2024 Action Plan.</p>	<p><b>Action completed</b></p> <p>The HR <a href="#">Line Manager Development programme</a> (LMDP) was piloted, evaluated and made available to all managers in December 2020. The programme provides 30 hours of development designed with and for managers at our university. There is a commitment to train all managers by July 2023, so far 50% of managers have booked/started attending, including 33% of managers who are in academic roles (196 people). LMDP is comprised of four modules:</p> <ol style="list-style-type: none"> <li>1. Module 1 Leadership Styles helps managers to have even more effective conversations to develop staff.</li> <li>2. Module 2 explores and sets regular constructive performance conversations as a consistent expectation of all managers.</li> <li>3. Module 3 touches on the responsibility of research managers to support those in the earlier stages of research careers including PhD students and early career researchers.</li> <li>4. Module 4 Managing Risk Finance and Compliance covers understanding the wider impact of decisions and managing everyday risk.</li> </ol> <p>Modules 1 &amp; 2 both directly support embedding excellent people management in our institutional culture. Programme feedback continues to be collected throughout the programme. Results of feedback are published on SharePoint with feedback quotes. The monthly process ensures we are responsive to this by regularly looking at the feedback, contacting people who've left their details, and making updates and amendments in response.</p>

				<p>Monitoring and reviewing of the Concordat is now part of the larger EDIC process, to align with other equality charters.</p> <p>Working Group 5 was tasked with looking at Researcher Manager Development. The Working group has completed Phase 1 and made a series of recommendations some of which will be reflected in the new forward-looking Action Plan, with plans to refine others for inclusion in Phase 2.</p>
6.2 ( <i>Environment &amp; Culture – Institutions: 2, 3 &amp; 4.</i> )	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 community, as part of the forthcoming gap analysis.	by 31 <sup>st</sup> July 2022	Revised Family policy in operation.	<p><b>Action completed</b></p> <p>The maternity policy, specifically the contractual maternity pay element, was reviewed and changes to Contractual Maternity Pay (CMP) have been agreed (in May 2022) by the (Joint) Joint Negotiating Committee (JJNC), which are more favourable for women on FTCs. We are removing the requirements for staff on FTCs to repay CMP where their contract expires and does not allow for the 52 weeks return, and we have narrowed the reasons for when repayment is required. The revised policy came into effect from 1<sup>st</sup> July 2022. There is future work planned to develop a new Family Policy that will incorporate all the key family leave policies. The scoping of this work is planned to commence in autumn 2022.</p> <p>Working Group 4 was tasked with focusing on the expanded remit of <i>Researcher Wellbeing and Family Policy</i>. This Working group has completed Phase 1 and made a series of recommendations, some of which will be reflected in the new forward-looking Action Plan, with plans to refine others for inclusion in Phase 2.</p>
7.3 ( <i>Environment &amp; Culture – Institutions: 6.</i> )	We will align the Concordat activity with the People and ED&I strategies. We will monitor and review our activities and research culture to produce and make publicly available an annual report on progress.	By 31 <sup>st</sup> July 2022	<p>Annual reports to ED&amp;I committee in June 2021 and 2022.</p> <p>Interim report to Council in November 2022; first full annual report in November 2023, and annually thereafter.</p>	<p><b>Action completed</b></p> <p>The Researcher Development Concordat is aligned with the other equality charters in the Equality, Diversity and Inclusion team. The Researcher Development Concordat has a dedicated Project Manager in the team. The Team provides a highlight report to EDIC approximately once a quarter.</p>

			Report published publicly and meeting all the requirements of the 2019 Concordat.	The strategy and action plan was reported to Council in November 2021. Updates and the full action plan will be reported in November 2022.
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