

Key Actions & Implementation Schedule 2014 - 2016¹

Relationship with Athena SWAN: 1 = in Athena SWAN implementation plan; 2 = some overlap with Athena SWAN; 3 = no relationship

RAG: **Red** = Outstanding/overdue. **Orange** = on-going/on target. **Green** = Closed/complete

Principle	Action/recommendation	Responsibility of/owned by	Carried out by	Timeframe	2012-2014 Review comments	Status - 2012 - 2013 (RAG)	Outcome/ continuing actions to 2016	Athena SWAN
Principle 1 - on Recruitment, selection and retention	A review of the Institutional Induction Programme is being carried out: we will create modules appropriate for research staff needs	PDU/HR	Pam Morgan	By June 2012	Review complete New induction processes Greater ECR participation New module for ECRs	Completed for institution - phase 1. Internal report. New module. Increased ECR participation	Need Faculty level inductions - Phase 2 December 2015. Online resources by end December 2014	2
	We will establish a course on 'Managing Staff Induction' (suitable for PIs)	SDO/HR	PDU See Bridget Wilkinson about this	December 2010	New course established	Postponed	Being revisited by PDU by 23 December 2014.	2
	A review of Probation Procedures will be carried out	HR	Andy Gravell - work stream lead & HR	2009/10 Review 2011/12	New and appropriate appraisal system designed - awaiting approval and implementation	Time frame extended to 2015	Timeframe moved to 2015 because of Academic Reward project. Review dates to be confirmed.	2
	A pilot of new Probation forms with School of	HR	Pete Atkinson			Closed	Action: Find out what the outcome	2

¹ Original version 2011 for January 2013, revised Dec.2013 for January 2014.

	Geography						was from PA by 1 March 2014. New Academic Reward Project will better describe process from 1 October 2014.	
	There will be a review of use of Fixed term contracts and comparison with sector benchmarks	HR	Sarah Hollowbread	Ongoing	Paper from HR on contracts – no action.	On-going discussions with JNC Action Closed for CDR WG.	Individual Faculties looking at. No further actions for CDR WG other than monitor and comment on termly basis (i.e. by end of December, March and June 2014 and 2015).	1
	A review will be carried out of training and support for PIs, with reference to recruitment and selection. (to include maternity leave).	E&D	Bridget Wilkinson, Pam Morgan & HRMs	2011/12 for 2013	New support resources – but limited progress overall.	Timeframe extended until 2014	PDU to revisit in July 2014.	1
	A new programme will be developed for PIs.	PDU	Julie Reeves, Pam Morgan	2013–14	Limited progress.	In development	PDU to revisit in July 2014.	2
	Human Resources (HR), perhaps in collaboration with the Faculty Finance Managers, find a way of improving its database to maintain accurate and current data on research staff.	HR	Establishment project group (Sarah Pook, Nick Fletcher, Lisa Smith)	2012/2013	Improved database. Faculty HRM reconciles nos. with Faculty Finance Officer – from Establishment project.	On-going.	Tania Alcantarilla and Bridget Wilkinson pursuing improvements with HR Systems – monitored on a termly basis (i.e. by end of December, March and June 2014 and 2015).	1
Faculty/ Academic Unit actions	Each Faculty should establish mechanisms for and report regularly on the proper delivery of HR	Faculties and HR	Faculties and HR		Limited progress as awaiting output from Reward	On-going	A new appraisal system will be rolled out in October 2014.	

& responsibilities	<p>processes, including:</p> <ul style="list-style-type: none"> ○ an appropriate and thorough induction for all new research staff ○ a clear period of probation and timely review for all new research staff ○ an annual appraisal for all research staff using protocols and pro-forma fit for researchers' purpose, and that the annual appraisal system and data is reviewed by HR ○ training for PIs/line managers in recruitment & selection, talent management, and the responsibilities of PIs in developing research staff ○ recording of induction, probation, appraisal and exit procedures for research staff, and of support for PIs/line managers ○ ensuring that pay and grade, and rights and duties are understood by research staff and their PIs. 				Project work stream.		<p>It will link to other processes.</p> <p>Faculties to incorporate into their plans as appropriate, from October 2014.</p>	
Principle 2 - Recognised and valued	<p>There will be a review of the Promotion Process for Academic and Research staff</p> <p>A review of 'reward' system (including recruitment and recognition) is underway; initially focused on academic and research staff, but will be extended to all staff.</p>	HR	Reward team - moved to Andy Gravell and Promotion and Probation work stream	2011 to 2014	<p>Good progress. Promotions information sent out to Research Staff - training for women in place.</p> <p>Review completed.</p>	<p>On-going - shifted to Reward project</p> <p>Academic Reward project reports continue 2014/15</p>	<p>Continue with promotions programme. Monitor annually in February/March.</p> <p>Closed for CDR WG.</p>	1

	'Action learning sets' re-established for female staff seeking promotion	SDO PDU E&D	Pam Morgan, Kamaljit Kerridge- Poonia and Julie Reeves.	2010 2011	Done New management programme includes ALS 2013	Will be reviewed for 2013-14.	Continue to include ALS/Group mentoring and Springboard in development programme. Reviewed June/July annually.	1
Faculty/ Academic Unit actions & responsibilities	Deans of Faculty recognise and reward outstanding research staff for their informal contributions to the University.	Dean of Faculty	Faculties	Paper to REAG November 2011. Paper to UEG by June 2012 (Timeframe to be agreed)	Good progress - e.g. some Faculties have established 'Deans awards schemes'	On-going	Faculties to continue and to expand on formally recognising and rewarding excellence through a range of appropriate means e.g. the Dean's awards schemes. Reviewed December annually.	3
	Faculties create similar mechanisms for the recognition of outstanding Pls.				Mostly outstanding - needs working on		Part of the 2014- 2016 focus on Pls/managers of researchers. Reviewed at CDR WG termly meetings (i.e. by end of December, March and June 2014 and 2015).	3
Principle 3 - Researchers are equipped and supported to be adaptable and flexible in an increasingly	The development of a Roberts funded development programme for ECRs (LATEU) and that is responsive to wider research staff needs, develops their talent and enables them to progress and flourish. The continuation of the development programme for research staff.	LATEU PDU	PDU	Jan 2009 - June 2012 From June 2012	Roberts programme was established and will continue as part of the PDU.	Closed	Continued specialist programme for research staff - review annually in April.	2

diverse, mobile, global research environment	Establish a new 'Preparing for Leadership' programme for Level 4/5 staff, including Induction module	SDO	PDU	Dec 2010	Limited progress	Work in progress	On-going – review annually in April.	2
	Establish 'future academic leadership' programme for research staff	LATEU/PDU	Julie Reeves	Dec 2010 – 2011	Good progress. Programme format established for 12 ECRs	Done	Continue programme. Review at end of programme annually in August.	2
	Establish 'leadership' programme (suitable for PIs)	PDU	Pam Morgan and Julie Reeves	2014/15	Revised date because of transition	Work in progress	In research for delivery in October 2015	2
	There will be an on-going University review of educator (teacher) training and development provision within the 'Professional Recognition of Educator Practice' Framework. The University will provide educator development appropriate for Early Career Research staff.	PDU	Hugh Davis		In response to CROS 2013		Review in 2014 by PDU for delivery in September/October 2014.	
Faculty/ Academic Unit actions & responsibilities	The Dean of Faculty, Head of Academic Unit or other as appropriate, appoints/designates a Concordat Champion	Dean of Faculty			Done	Concordat Champions all in place Closed	Included in the Athena SWAN Gender Equality Network Additional Research staff representatives being sought for CDR WG. Reviewed at CDR WG termly meetings (i.e. by end of December, March and June 2014 and 2015).	3
	The Dean of Faculty, Head of Academic Unit or other as appropriate, appoints/designates a member of staff whose	Dean of Faculty	Faculties with PDU		Developing mentoring support in some Faculties/ Academic Units	On-going	Continue to roll out mentoring within Faculties. Reviewed annually in July.	1

	interest is in the development of research staff – i.e. a group mentor or advisor to work with the AD Research in an informal pastoral role and who can provide 1-2-1 support to research staff and work in partnership with the Concordat Working Group and the PDU.							
	Faculties to provide a range of teaching opportunities for research staff to support their career development.	Dean of Faculty	Faculties		In response to CROS 2013		Reported on at termly CDR WG meetings. Reviewed annually in December.	
Principle 4 – The importance of researchers' personal and career development is recognised and promoted	Appointment of ECR Skills Training Co-ordinator to deliver Roberts agenda until 2011	LATEU		Jan 2009	These will all be absorbed into the PDU	Closed		3
	Appointment of Roberts funded ECR Careers Officer to develop career support resources and workshops until 2012	LATEU		June 2010		Closed		
	Appointment of Roberts funded Researcher Development Officer to design and deliver a 'talent management programme for ECRs until 2012	LATEU		June 2010		Closed		
	All research staff have immediate access to Career Destinations resources and careers advice.	Career Destinations	See Caroline Konrad	October 2011	Done	Complete		3
	There will be a review of University career support for research staff, especially ECRs.	Career Destinations	See Caroline Konrad		In response to CROS 2013		Improved provision for research staff by December 2016. Monitored by CDR WG at termly meetings (i.e. by end of December, March and June 2014 and 2015).	

	Develop web based resources i.e. Working as a Researcher, Equality & Diversity	PDU E&D	PDU and Diversity team		Done	Complete but on-going	On-going up-dating – quarterly maintenance reviews.	1
	Offer 1-2-1 Management Coaching Develop CareerSTEP/FutureSTEP a peer coaching programme for research staff	SDO LATEU/PDU	PDU/HR	On-going March 2010	Was offered, now forms part of other programmes	Closed	PDU to monitor on annual basis in July.	2
	Encourage research staff to participate in current University opportunities for: mentoring; internships; public engagement; multidisciplinary activity and enterprise.	PDU, Faculties, RIS and USRGs	All		In response to CROS 2013		Greater research staff involvement – see CROS 2015. Monitored by CDR WG at termly meetings (i.e. by end of December, March and June 2014 and 2015).	
Faculty/ Academic Unit actions & responsibilities	Faculties support the career development of research staff and provide opportunities and advice, where appropriate.	Faculties	Faculties		Some progress	On-going	Will in appear in Faculty plans due 28 February 2014.	2
Principle 5 – Researchers share responsibility for and need to be pro-active in their CPD	The concepts of self-performance and pro-active self-management will be supported and promoted via Roberts programme and SDO	LATEU/SDO now PDU	PDU	On-going	Good progress	On-going	Continued effort. Monitored by CDR WG at termly meetings(i.e. by end of December, March and June 2014 and 2015).	2
	A range of opportunities will be offered and available to ECRs via the Roberts programme, i.e. to develop and lead projects, training initiatives etc.	LATEU now PDU LATEU & SDO	PDU	On-going n/a	Reviewed annually	Complete	Review annually in April.	3

	There will be ongoing collaboration between HR, LATEU and SDO and Roberts programme to strengthen the University offer to research staff							
	A simple 'statement of expectations' is drawn up and published around each Principle of the Concordat explaining what the University offers research staff (i.e. what they can expect of the University) and what is expected of research staff in return.	PDU/HR with PVC Research & Faculties	HR	June 2012	No progress	Outstanding	Hugh Davis to discuss with HR by June 2014. Revisit as part of Athena 'task and finish' group – CDR WG to monitor at termly meetings (i.e. by end of December, March and June 2014 and 2015).	2
	Encourage the growth in the number of research staff groups at Faculty level (PDU)	PDU	Faculties	Dec 2013	Growing number of local groups across University	On-going	Continue to grow number of local research staff groups. CDR WG to monitor at termly meetings (i.e. by end of December, March and June 2014 and 2015).	3
Faculty/ Academic Unit actions & responsibilities	Schools and Faculties to ensure that research staff are represented on appropriate boards and committees.	Dean of Faculty	Faculties	Timeframe to be agreed	Some progress		Should appear in Faculty plans where appropriate, due 28 February 2014.	1
Principle 6 – On diversity and equality	There will be a strategic equality plan for all staff and students, to establish actions for 2010–2013	VC & HR	Diversity team	2009–2011 Signed off by Council and the VC in	Done	Reviewed 2013–14	Aim to review bi-annually. Date to be confirmed.	1

				March 2011				
	We will pay close attention to issues relating to age, gender, role and international staff.	Diversity team, HR & PDU	Diversity team and HR.	On-going Dec 2011 – was reviewed in 2012	Good progress – especially for Athena SWAN.	On-going	On-going. HR to continue to improve data tracking. HR data report on all aspects of role, gender, race and age reviewed annually and reported to Council in July. International staff monitored annually according individual visa renewal.	1
	Cultural awareness/diversity training will be introduced	Diversity team, LLAS & PDU	Diversity team, Julie Reeves and Ali Dickens		Workshops and International staff café introduced in 2013	Complete	Continue work in this area. PDU to review annually in April.	1
	International staff website established http://www.internationalstaff.ac.uk/?uni=26	LATEU & HR	HR	Dec 2010	Done	Complete	Website being maintained by HR. PDU to monitor annually in April.	3
	STEM subjects will develop a gender equality action plan and apply for the Athena SWAN award (silver). We will work with other academic units to extend Athena SWAN awards.	Diversity Champion	Diversity team	Nov 2011 April 2012	6 Submissions made and more on the way	On-going	On-going. Submissions due in: April 2014, November 2014, April 2015, November 2015.	1
	We will use 'Every Researcher Counts' (Vitae) resources	Diversity team with PDU	Diversity team	Dec 2013	See E&D online resources instead	Outstanding	See E&D online resources. Reviewed annually – date to be confirmed.	2
Faculty/ Academic Unit actions &	Will implement Athena SWAN plans for their Faculties	Dean of Faculty	Faculties with Diversity team		See Faculty Athena SWAN action plans	On-going	See Faculty Athena SWAN action plans. Under on-going review (regular	1

responsibilities							intervals determined by Faculties i.e. bi-monthly or quarterly).	
Principle 7 - Stakeholders will undertake regular reviews of the progress in strengthening the attractiveness and sustainability of research careers in the UK	We will encourage research staff to participate in CROS and internal staff surveys when appropriate, and aim to increase the percentage of research staff respondents with each survey (e.g. CROS 2009 = 27%, CROS 2011 = 34%, 2013 = 31%)	LATEU & HR now PDU	PDU	On-going	General improvement recorded in CROS 2013	On-going	Participate in CROS May 2015. Data analysis in July 2015, and reported in September 2015.	2
	A Concordat Working Group will be established to communicate, embed, monitor and review progress.	PDU		Oct 2011	Established	Closed	CDR WG to continue to meet termly (i.e. by end of December, March and June 2014 and 2015).	2
	Annual reporting on Roberts funding and impact of activities	LATEU and Graduate Schools	PDU	Nov 2010	Annual reports produced.	Part of PDU annual report and RCUK Assurance	On-going. Reviewed annually by PDU September/October.	3
	Revision underway of the document Guidance for Schools on supporting the careers of researchers (Postdocs).	HR, SDO, LATEU and UCU – now PDU		June 2012	Limited progress	Need to revisit. Should be part of the work streams?	Outstanding – has been replaced with Academic Reward project. No action required.	2
	We will include data on employability issues affecting research staff i.e. retention, redeployment, promotion, Career Destinations use, as part of the HR scorecard.	HR, Faculties and other Professional services	HR	ongoing	Limited progress	We need to define data and then track it. Revise	HR working on this. Review progress quarterly (i.e. end of March, June, September and December).	1
Faculty/ Academic Unit actions & responsibility	Faculties will draw up their own implementation/action plans and review processes of their plans.	Dean of Faculty	Led by Faculty Concordat Champion		Good progress.	On-going	Faculties producing plans for 28 th Feb.2014 with review mechanisms.	2

ies								
-----	--	--	--	--	--	--	--	--

