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
		Reviewed January 2017 & 2018, & May 2018

The University's 'Simply Better' strategy and new 10 Year Plan (published in 2017) confirms our commitment to achieving the highest quality in everything we do. This strategy is built on four principles: quality, sustainability collegiality, and internationalisation. 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 employment frameworks and HR policies, including revised career pathways for ERE staff, pay structures, promotions and appraisal. The impact of this project has appeared since 2016. The project outcomes have provided:
- A choice of clear and transparent career pathways enabling staff to maximise their full potential.
- An effective appraisal framework that supports a meaningful, two-way discussion about progress, contribution and career development
- 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

In 2017, the University embarked on a 10 Year Plan: During phase 1, investments of £300million will transform our physical and digital infrastructure; whilst phase 2 will ensure we have 'the right shape and size', beginning with a restructure from 8 to 5 Faculties in August 2018.

For research staff, these organisational wide changes have been and will continue to be 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. Up to 2020, we will ensure the full embedding of our research career pathway, monitor key aspects of 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 University's strategic goals and key performance indicators (KPIs), and 10 year plan.
- Improved access to information regarding those aspects of the University of Southampton employment that impact heavily on researchers, and published a policy response to RESAVER[1]
- Improved management of Fixed-term contracts to permanent/open contracts for research staff with four years or more continuous service.
- Improved annual data on research staff so that we can identify trends in the profile of our research staff cohort.
- Continued expansion of the use of existing reward and recognition mechanisms for research staff.
- Availability of clear guidance on permanency, funding, parental leave, and Continuous Professional Development (CPD) opportunities.
- Empowered research staff and increased involvement in University life, including relevant committees, wider opportunities and Faculty level activity.
- Continued to provide CPD and Careers Services interventions, to encourage sustainable career planning and pro-active CV building.
- Developed training and support for PIs, to facilitate them in their management role
- Increased our understanding and support of the research career pathway, including the international dimension, and with a 'Career Roadmap Project'.
- Continued to increase in Athena SWAN awards at University and departmental level.

May 2018 additional information:
It should be noted that professional development was reorganised in 2017, and two new units established, i) Leadership and Management Development team and the ii) Centre for Higher Education Practice (CHEP), replacing the Institute for Learning Innovation and Development (ILIaD). CHEP is responsible for development of education, research and enterprise career pathway staff. In addition, the 10 year plan has a People plan component, which will incorporate research staff development in some form. The details of the 10 year plan, People plan, and CHEP were all still being worked on as of 25 May 2018 and when this plan was updated for the 6 year review.

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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: VP-R = Vice President – Research & Enterprise; HR = Human Resources; CHEP = Centre for Higher Education Practice (where Researcher 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	Success indicators	Carried out by	Review dates	STATUS May 2018
					Key: Green = complete. Amber = on track. Red = outstanding
Principle 1 – Recruitment, selection and retention	1.1 Where appropriate, we will review the advice and guidance we provide to research staff and present this information in an accessible format, mindful of the needs of new employees and aligned with the 10 year plan. Jointly owned by: CHEP and Faculties **Deliverables:** 1) The *Working as a researcher* (WAAR) website updated to serve as a central point of information. 2) Onboarding information reviewed and redesigned. 3) A policy response to RESAVER agreed.	By December 2018, the *Working as a Researcher* (WAAR) website will contain or signpost researchers to relevant information on what the University of Southampton provides them. Areas of particular interest to researchers and their PIs, include: • Fixed term contracts and the management thereof (see • Continuing professional development offer, comprising training interventions, careers support, CV building opportunities, and access to 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[2] by December 2018.	CHEP, HR & 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	**On track** 1) Our aim to provide comprehensive information and guidance through a 'one stop shop' for all research staff is underway. The WAAR website is currently being redesigned. Research Staff have been asked for their views on how it should be changed. These will be incorporated into the new design. Website analytics will be produced for the website in June 2018. This is later than anticipated due to the ILIaD-CHEP restructuring. 2) HR has reviewed the onboarding information for new staff and has aligned it with the Concordat Principles. A draft HR Employee Welcome pack is with the designers. 3) RESAVER has been discussed by Pensions and Finance and there are no plans for the University to take this scheme up currently (as of May 2018). The CDR WG will monitor the situation.

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

| | | WAAR will be promoted to PIs and the webpages signposted in relevant 'onboarding' materials.

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

University response to RESAVER will be published by August 2020. | | | |
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| | 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 managing the use of fixed term contracts better by 2020.

Owned by: Faculties & HR
Deliverables:
1) Pilot project in Health Sciences on management of FTCs. | Subject to the outcome of the pilot and UEB approval by September 2018: we aim to improve the management of FTCs for 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), by August 2020 – KPI to be agreed by December 2018 in line with 10 year plan.

From December 2018, we will explore ways of monitoring 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 | | **On track.**
1) Our aim, by 2020, is to manage research staff on fixed term contracts more proactively through the combined efforts of Faculty administration, raising awareness of research staff, and PIs/line mangers, and improvements to our systems under the 10 year plan. 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 pilot was successfully initiated in 2017, and the work is ongoing. The impact was evaluated in 2018..

2) A paper presenting the findings and recommendations from the above pilot will be presented to UEB by Sept.2018, after the revised Concordat report has been published. The paper will include supporting procedures and forecasted costings with respect to any administrative and system changes required.

3) Subject to UEB approval, the pro-active approach will be promoted across the University and incorporated in University's 10 year plan.

4) In 2016-17, snapshot data showed that the University had 725 ECRs, 169 Level 5 research only staff and 40 Level 6 research only staff. Of whom, an average of 89% of ECRs and 48% of Level 5 |

	2) Findings from pilot and business case to UEB in September 2018. 3) Subject to UEB approval, a more pro-active FTC management approach will be promoted across the University. 4) Data captured on the numbers of staff who convert from FTC to open contracts.				staff were on FTCs. In 2016-17, 14 level 4 and 9 Level 5 staff were moved to open contracts.
	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 **Deliverables:** 1) Initial assessment of current recruitment practice against each of the 23 areas of activity identified on the OMT-R checklist by October 2016. 2) Annual review of checklist established and Actions (if any) identified, implemented, monitored and evaluated.	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. By December 2019, responses noted as 'Yes completely/Yes substantially' in all 23 areas. From 01 August 2018, OTM-R (or other established quality assurance and assessment mechanisms) will be included in annual review. (see Action 1.4 below)	HR Recruitment Adviser	Ongoing and reviewed annually: **October 2016** **October 2017** **October 2018** **October 2019**	**Completed – now annual monitoring** 1) HR policy and practice was reviewed in October 2016 using the OTM-R checklist. 3 areas were identified for improvement. 2) An annual review was conducted in October 2017. Responses were noted as 'Yes completely/Yes substantially' in most areas. 3) The OTM-R checklist is being made available on the Concordat website, under '*What is the University doing about the Concordat?*' and a web-link will be on the HR Recruitment Explained page by June 2018.

	3) Link to OTM-R available to University staff.			
	1.4 We will continue to improve the availability of research staff data/ management information to enable the University and Faculties to better monitor and assess the positive impact of change initiatives, and to safeguard existing progress and to seek continuous improvement. Owned by: CDR WG **Deliverables:** 1) Key data areas identified by December 2018. 2) Annual report, aligned with the 10 year plan, produced by September 2020.	By September 2020, a data report and analysis will be provided on an annual basis by CDR WG to the Vice President Research & Enterprise (see 7.3 below) and summary findings published on the *Working as a Researcher* website. The reporting areas will align with the KPIs in the 10 year plan. Current areas of interest include: - employment and retention rates - number of research staff obtaining promotion in the annual promotion rounds - data by gender and BAME staff - competitiveness of pay compared with the sector - occurrences of flexible working - use of fixed term / permanent contracts (initially FHS) (see 1.2 above) - receipt of VC/ staff achievement awards for exceptional contribution (see 2.1 below) - completion of appraisal meetings - level of Research staff involvement in University activities such as engagement, and take-up of provision such as Careers, CPD	CDR WG and key Professional Services	Ongoing and reviewed annually: **October** 2016 **October** 2017 **October** 2018 **October** 2019	**On track** 1) A draft template for data collection has been discussed with E&D and will be refined in 2018-19. Information concerning research staff activity was requested for academic year 2016-17 using a standard template for consistency from: Careers Service; PERu; PublicPolicy@Southampton; International Office; LifeLab; ICURe/RIS. (see 5.2 below) A set of draft questions for data from the HR database has been devised and piloted, and will be discussed in 2018 for 2017-19 data. However, snapshot data, using the pilot template revealed that in 2016-17 we had, on average, 934 research only staff. 2) The Annual Report has not been produced yet, but we expect to do produce a preliminary report in October 2018. Initially we planned to align with KPIs in 2016/2017; however the University refreshed its strategy that year, leading to the new 10 year plan. We currently await more detailed KPIs from the 10 year plan.

| 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

Deliverables:

1) Data on research staff achieving promotion and in-level transfer to mixed portfolio pathway.
2) At least one nomination per Faculty of research staff/team to VC Award.
3) Promote recognition of outstanding PIs.
4) Celebratory case studies on WAAR | With effect from October 2018, and on an annual basis thereafter, achievement of staff awards (by staff category) and promotions 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.

At least one Faculty 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, CHEP, HR | Reviewed at CDR WG meetings:
Oct. 2016, 2017, 2018, 2019
Feb/March. 2016, 2017, 2018, 2019
June. 2016, 2017, 2018, 2019 | **Mixed progress to date**

The mechanisms by which exceptional contributions can be recognised already exist within our University career pathways, via promotion, in-level transfers, staff achievement and VC award schemes, as well as with Faculty level Dean's awards. However, we have made mixed progress in this area so far.
1) The number of staff achieving promotion in 2016-17 was: 23 ECRs achieved promotion to Level 5, and 4 changed career pathway; 10 Level 5 research staff achieved promotion to Level 6, and 4 staff changed career pathway; 2 staff at Level 6 achieved promotion to Level 7 (professoriate) with one person moving career pathway.
An example of improvement from the Faculty of Humanities: *In 2017, ECRs reported a lack of transparency about who can apply for promotions and at what stage (e.g. whether two year probation needs to be completed). It was felt that departments have differing informal support for this process, however this should be consistent. In response, we ran a development session on promotions 3rd May 2017. Attendees fed back by email that they found this very helpful. This will now be an annual event: this year's session will take place on 8th May 2018. We have also spoken with HR about disseminating advice to ECRs by email. The promotions website is very user friendly but ECRs need to be made aware of it in advance and also have key advice about what they need to do thinking ahead flagged up.*
2) Two research staff and one team received a VC award in 2016 and 2017. We do not have any nominations data for Faculties yet.

3) An award recognising outstanding PIs is underway in the Faculty of Medicine. Where nominations for the 'most supportive PI' are currently open (May 2018), with the first awards being made in June. Having piloted the scheme, we would hope that other Faculties will take this up once the new structure is in place. |

				4) The WAAR website is currently being redesigned and does not have any case studies celebrating achievements yet, but we expect some by 2020.
	2.2 We will continue to encourage the greater involvement of research staff in the University environment. Owned by: Faculties & CHEP **Deliverables:** 1) Existing Faculty initiatives will be maintained – expect to see evidence of involvement in CROS and annual data gathering. 2) 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.	By December 2016 we will have identified appropriate key committees and USRGs[3] 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).	Faculties, CHEP, Public Engagement, RIS	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019	**On track** – 1) Existing Faculty level initiatives have been be maintained, including: - Faculty of Medicine's Postdoc Association, - Faculty of Health Sciences' Fixed Term Contract forum, - Faculty of Humanities' ECR representatives in each department - The Faculty of Natural and Environmental Sciences' Early Career and Teaching Fellows committee - Faculty of Engineering and the Environment's ECR careers group. Whilst 80% said they were integrated into their departmental research culture in CROS 2017, up from 77% in 2015, only 54% indicated that they felt integrated into the institution research community. An area we will need to work on for 2020. 2) We can report great success in the Faculty of Humanities: *In line with the concerns raised and with the University Plan, we added a new strand to our plan in 2016: ECR Representation. We have formed an ECR Faculty Committee. Each Department with ECRs has an ECR Representative on this Committee, which meets once a semester. ECR Departmental Reps also passed on concerns and gave input about ECR matters by email throughout the year as well as cascading information to ECRs in their department. In addition, we identified a list of strategic Faculty level committees where ECR representation would be appropriate: the Graduate School Committee; Research Committee; Equality, Diversity & Inclusion Committee; Athena*

[3] USRGs = University Strategic Research Groups http://www.southampton.ac.uk/interdisciplinary/usrgs/index.page

2.3 We will continue to embed the new appraisal process and to monitor the experience of appraisals for research staff. Owned by: Faculties and HR **Deliverables:** 1) Building on the success so far, we will continue to increase the percentage of research staff receiving an appraisal, so as to remain in-line with the UK HEI sector. We will use data from the HR database to corroborate CROS data, in terms of participation rates. 2) We will use CROS data or other metrics to assess the impact of the appraisal process on research staff.	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. 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 will have been offered the opportunity to attend appraisal training and over 90% of managers will have undertaken the training. 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.	Faculties, CHEP, HR, CDR WG	Reviewed at CDR WG meetings – **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019	**On track & exceeding expectation** The improvement in the online appraisal process has been dramatic at University level; from 41% in 2009, when we were behind the sector, to 79% in 2017 (as per CROS). Changes to the HR system and the creation of an online appraisal process mean we are now able to identify who is eligible; who has and not had an appraisal. Deans now chase staff (on at least two occasions) who have not received an appraisal within a University level set time frame. The completion rates and moderated scores are reported to UEB. Whilst participation and monitoring of this has vastly improved, it was a key aim of this Action Plan to focus on the impact of Reward Project changes and the quality of experience for Research staff. 1) CROS 2017 data indicated a participation rate of 79% in appraisal process. Whilst our own HR data in 2016-17 indicated that 85% of Level 6 staff had received an appraisal (meeting our target set in 2016), but that only 75% of ECRs and Level 5 staff had done so. We expect this number to improve as the online appraisal process beds in. 2) CROS 2017 data has revealed some interesting aspects of appraisal; enabling us to monitor and assess the impact and effectiveness of appraisal amongst the research staff population in unexpected ways, i.e.: • In 2017 76% of respondents reported that the process was 'leading to changes in work practices', whereas in

	3) Training materials available to all research staff and 90% of research managers trained in appraisal. 4) The CDR WG will collate evidence of the quality of the appraisal experience.			2013, only 46% stated the appraisal had led to work practice change. • Comparison with the Benchmarking group in 2017 indicated that we have fewer staff who 'have not been invited to' an appraisal than the comparator group, i.e. 10% of Southampton respondents stated they were not invited, compared with 33% of the group. Whilst 37% of our respondents 'know' they have not received an appraisal because they are on probation, only 10% of the benchmarking group stated they were on probation in the survey. 3) All processes and policies have been published on a dedicated internal SharePoint site and are available to all staff. Appraisal training (including an introductory Academic Appraisal module in Blackboard and face-to-face session) was established in 2015-16 for all managers, with a minimum of 91% completion rate pre Faculty. Since June 2017, appraisal training has been included in the Maximising Contribution workshops. 4) Feedback has been received from Research Staff on the quality of appraisals by FNES and FoM. A question for Athena SWAN provides further insight from all departments involved in this process.

| Principle 3 – Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment | 3.1 The University is involved in a wide range of international partnerships, activities, and schemes such as the WUN , and we would like to encourage greater research staff (and doctoral researcher) involvement with these. With this aim in mind, we seek to understand the international dimension of research careers better.

Owned by: Vice- Presidents Research and International

Deliverables:
1) Benchmark data of level of involvement in international schemes.
2) KPIs set in line with strategy and 10 year plan.
3) Information and resources on WAAR. | 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 [and 10 year plan]) 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 | **On track**
The University continues to provide a wide range of opportunity to research staff including:
- Research Visit to WUN Partners open to ECRs (and PhDs).
- Erasmus training /teaching weeks /Funded Research
- Funding and International Engagement briefs and presentation (twice a year)
WUN research funding and briefings are specifically targeting the ECRs. April 2018 saw the introduction of the Global Research Initiator scheme aimed at ECRs

1) Participation data for 2016-17 showed that 111 ECRs had participated in the International Office's activities. With attendance as follows: Funding: 10 ECRs (and 5 PhDs) of whom 4 were women; Briefings: 93 ECRs; and Erasmus Conference: 3. In 2018, to date 157 researchers have participated as follows: Briefings: 128 ECRs (Including 2/3rd year PhD students) Funding: 18 ECRs and 6 PhDs, includes 10 women Erasmus Funded Research: 1 PhD Erasmus Mobility: 2 PhDs and 1 ECR. The sessions were very well received, as sample feedback indicates: "*This Project enabled me to obtain a rich international experience and to enhance my international profile….It also give me the opportunity to explore the new research area…., acting as a "proof of principle" for my Royal Society and EPSRC Early Career fellowship Applications.*"

The challenge going forward is how to encourage more research staff to make the most of the opportunities available.

2) KPIs have not been discussed yet and will be delayed until after the restructure.

3) As WAAR is being updated, resources will be included. |
| | 3.2 We will improve support for the 'global | Advice and guidance (see 3.1 above) will be available to all research staff via | Faculties and CHEP | Reviewed at CDR WG | **On track**
In 2016-17, at level 4 we had approximately 25% of research |

	researcher' Owned by: Faculties & CHEP **Deliverables:** 1) information and support for international staff on WAAR. 2) CPD to encompass 'global researcher' interests.	the [Working as a Researcher](#) website (where in 2016, nothing was available). By October 2020 the CPD offering for researchers will address the needs of the 'Global Researcher'. Potential areas of interest include: - working with diversity - information on global careers and education - business acumen - digital skills.		meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019	staff are international and 27% from the EU, whilst at level 5 around 18% of research only staff are international and 18% EU. 1) We consulted research staff about what should be included in the WAAR website and we will be addressing international staff needs as a result of this feedback. 2) We anticipate further information and ideas from research staff as we improve our CPD offer research staff (see 4.1 below).
	3.3 We will establish greater transparency and clarity of policies and practice affecting research staff and, where appropriate, re-present it in a user-friendly way. Owned by: PVC/VP Research **Deliverables:** 1) Guidance to research staff easily available via handbooks/specific guidebook/WAAR 2) Data/evidence gathered on use and, where possible, impact.	By October 2020, relevant guidance will be available in handbooks/specific guidebook/online advice for research staff in all 8 Faculties. Online information accessible to 100% of research staff (in the HR database) will have. WAAR website analytics available. By May 2019, our aim is that research staff will be better informed 'of UK initiatives relevant to research staff' in the CROS data i.e. we will have reduced the number who have 'never heard of…' the Concordat (to less than 44%) and the REF (to 10%).	CDR WG, HR, Faculties & CHEP	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.	**On track** 1) In 2016, the Faculty of Health Sciences piloted 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. The redesign of WAAR will also signpost staff to relevant information. 2) Web data will be collected form WAAR. CROS data in 2017 showed that research staff were most aware of the Athena SWAN charter and the REF, with only 11% and 12% stating they 'have never heard of this/these' respectively. Knowledge of other UK initiatives was clustered into groups, where no knowledge of all Concordats was around 52%, although Research Integrity was 62%. Least amount of knowledge among CROS respondents was for the NCCPE and ECU Race Equality Charter.
Principle 4 – The	4.1 We will undertake a project to improve	By the end of 2018, the new CPD offer will be in place and available to all	Research Staff,	CPD project reported at	**Delayed – but on track** In 2016 we proposed a research staff led project on CPD would

importance of researchers' personal and career development is recognised and promoted	professional development support (Continuing Professional Development - CPD) - (*proposed by Dr Peter Worsley, Senior Research Fellow*) Owned by: CHEP & Faculties **Deliverables:** **1)** Refreshed CPD programme available. 2) All newly appointed staff to be offered access to induction module. 3) Data on up-take/ participation	research staff. 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 By October 2017, 100% of new research staff (as identified in the HR database) will be invited to attend the Research Staff Induction module.	Faculties, CHEP, E&D, RIS, Library, iSolutions, IO, & HR	CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019 Annual data reported in October.	begin, supported by the Researcher Developer. A key aspect of the project was to explore the feasibility of creating an accredited programme, comparable to other sectors and international institutions (i.e. in Australia, and Ghent). We are exploring the possibility of introducing the new Academic Professional Apprenticeship (APA) to fulfil this ambition. This situation will be clearer by 2020. 1) Review of CPD offer by CHEP staff is underway. 2) The research staff induction module was delivered face-to-face but will be moved online. This is a change from our original plan and will be complete by the 8 year review. 3) Data gathering mechanisms are being identified.
	4.2 We will review and Improve our careers offer for research staff. Owned by: CHEP & Careers Service **Deliverables:** 1) Refreshed careers offer, making better use of alumni data. 2) We will continue to offer high-quality careers coaching to individuals	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). The Faculty of Natural and Environmental Sciences (FNES) will develop and pilot advice on 'how to move between career pathways' in	Careers Service, Faculties, CHEP	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,	**On track** 1) The specialist Career Practitioner and Professional Coach for researchers reviewed the careers offer with Faculties, Concordat Champions and feedback from research staff, and introduced a new, bespoke approach in 2018 – working in Faculties with the smaller groups. He has moved away from generic centrally organised sessions to working with Faculty champions to deliver **'portable and adaptable'** sessions on Managing Your Career. These local sessions are proving much better at dealing with people's questions and needs, and are very well received. Examples of feedback include: *'Although I am working within a precarious employment environment, the session gave me confidence to start planning a career path rather than simply waiting for the next opportunity to appear.'* ECR at NOCS *'The feedback from this event by attendees was great and I*

	where appropriate and to ensure better sign-posting and support for a range of career options for all staff. 3) Career roadmaps available online to all staff.	2016-17. Availability of this information will be extended to other Faculties and 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, in at least one Faculty.		2017, 2018, 2019	*would very much like to make it a recurring event, perhaps with a different mini-workshop each time to keep it a bit different depending on feedback from past participants. Holding a workshop like this for ECRs at NOCS/OES (and organized by the OES Concordat Rep) was very well received around the department by other initiatives such as the Athena Swan Committee as a positive step to providing the training and support that ECRs need during the beginning of their careers.'* Whereas in 2016-17, 40 people attended centrally provided sessions, in 2017-18, 60 research staff have already participated in the careers sessions (up to May) 2) Guide notes on 'how do you make progression to Level 5' was drafted in FNES, in response to request from research staff in Biological Sciences, and piloted in 2017. It will be circulated to CDR WG and key points place on line. WAAR is being redesigned – refreshed information will be available by August 2020. 3) The Faculty of Medicine career roadmap will be available online in July 2018 and a template is ready for other Faculties to populate.
	4.3 We will create an 'employment module' to assist research staff moving to sectors outside of academia. Owned by: CHEP, Faculties & Careers Service **Deliverables:** 1) Blended learning module available	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.	CHEP, Careers Service, Faculties, & CDR WG.	Evaluated after each event or online by CHEP. Reported to CDR WG annually in October 2016, 2017, 2018, 2019, and 2020.	**Outstanding –** 1) Work on this module was delayed due to the ILIaD-CHEP restructure. It was further delayed whilst we establish how the new APA will be implemented in the University.

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 & CHEP **Deliverables:** 1) We will continue to encourage, both at University and Faculty level, the growth of personal career-planning, engagement in professional development, 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). 2) We will continue to encourage the use of the Appraisal process to discuss the impact of development undertaken and identify future development needs and associated action plan.	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 65% as per CROS data (where in 2015, 57% reported they had one).	Faculties & CHEP	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.	**On track** 1) CROS 2017 data, 60% reported they had career plans and placing us ahead of the Russell Group and **exceeding our target** of 55%. In our **Faculty of Humanities 100% of respondents** reported that they had a career plan in 2017, which was outstanding. Other notable Faculty achievements since 2016 include: **Faculty of Business and Law**: Introduced career development and skills development sessions in 2017-18 on topics of interest to research staff and teaching fellows. These bite sized sessions also promoted the skills of staff with guest speakers on using efolio, voice and language, for example. Attendance depended on the session i.e. Voice had 6 people. NB: *there is small researcher cohort in the Faculty.* **Faculty of Engineering and the Environment**: The research staff continued to design and run local group discussions, with invited guests & experts, on "How to further your career for researchers." Some sessions were consolidated to ensure a steady attendance rate (previously a decrease in attendance was noticed during the course of the academic year 2016-17 and for specific topics) and the number of sessions was reduced from eight to five. This academic year (17-18) the first four sessions have had a more steady attendance with an average attendance about 20, of whom about 30% are female. **Faculty of Health Sciences**: In 2016/17 FoHS pioneered the process to invite fixed-term employees to transfer to an open-ended contract when they have completed four years' service with UoS. Due to this strategy, 29 FTC employees (5M:24W predominately L4) were invited to transition to open-ended contracts. Since introducing this process, 23 have converted, i.e. 79% (4M:19W). L5 dropped from 24% FTC to 10% FTC. Feedback from staff includes: "*I now feel more secure in my position, which encourages me to want to stay at the university.*" " *The process was quick and straightforward, with clear explanation the pros*

and cons of Open-Ended against FTCs."

The Faculty's 'ECR Forum', set up by Cheryl Metcalf (Faculty Concordat Champion 2012-17) and Jessica Comper in December 2013, is for all faculty staff that are on a fixed term contract. The forums, scheduled for one hour every two months, are designed to provide a regular and confidential meeting point for FTC staff, where issues relevant to their work can be raised and explored. The forums ran throughout 2016, 2017 and 2018 and have provided useful feedback on a range of issues including appraisals. Enquiring into the quality of the appraisal experience will be a key strategic focus during the next 2 years as a result of this feedback.

Externally grant funded staff appraisals are currently being conducted by their PI. Informal feedback to SAT reveals that some staff feel that the power dynamic between an ECR/FTC staff member and the PI can impede their progression

Action point: Review and amend the annual appraisal process for FTCs and ECRs.

Faculty of Humanities: We held a continuing programme of regular development sessions on topics of interest to ECRs including funding, internationalisation; careers outside academia etc. There was a revision of ECR funding policy to make it fairer and to improve understanding of how it works. We have set up a two year cycle of flagship events to improve ECR visibility and collaboration between ECRs in the Faculty: ECR Summer Presentations (even years)/ ECR Networking and Fostering Collaboration Event (odd years). Our strategic focus in the next 2 years is to establish a mentoring strategy with a formal mentoring scheme by 2020 and to improve our communications in a new strategy instigated by ECR departmental reps: to make it easier for ECRs to find information by improving the ECR page on the Faculty website and linking to an ECR subsection of SharePoint (embedded with the Faculty Research SharePoint) with helpful information including the ECR funding policy, handouts from development sessions etc.

Faculty of Medicine: COMMUNICATION, ENGAGEMENT AND

RECOGNITION. We have performed a questionnaire in the Faculty of Medicine and it has shown that there is little knowledge about the PDA (postdoc association) SharePoint site and hence the next few years will be spending on increasing the awareness of this repository for key information for ECRs.

In order to raise awareness amongst the academic staff of good career mentorship of an ECR, the PDA was spearheaded a new Dean's Award for "Most Supportive PI" and the Award will be presented for the first time at the joint Faculty of Medicine and Health Sciences research conference 7th June.

INDUCTION. We continue with our yearly induction in November and are reviewing the programme and items covered every year to ensure that this is what the ECRs need and it is up to date.

MENTORING AND RECOGNITION. We continue to drive forward the usages of mentors in the Faculty of Medicine and the awareness of the mentoring scheme in the Faculty is increasing.

APPRAISAL. The faculty is still committed to ensure all ECRs are having annual appraisals and there is a continuing mandatory training of academic staff in the appraisal process. Our internal survey highlighted that this is the way most ECRs find information about and for career progression.

CAREERS: The career roadmap template was populated with case studies and made available internally.

Faculty of Natural and Environmental Sciences:

The Faculty research staff, teaching fellows and Concordat Champion organised a calendar of events including a summer programme, such as the Postdoctoral conference, and the Dean's prize process. The postdocs are supported in these events by the Concordat Champion, who acts as a mentor to the group. The decision was taken in 2016 to move to a biennial cycle of summer events, i.e. a conference one year and workshops the next. The conference was successfully held in 2017 and grant writing workshops are being planned for 2018. Representatives from the three academic units comprising the Faculty, met quarterly as the Faculty Steering Group during 2016 and 2017 (2018 is ongoing). Each academic unit is represented by a researcher and a teaching fellow, and the meetings chaired

				by the Concordat Champion. The Dean visited each academic unit, i.e. The Dean's Roadshow, to engage with the research staff and to discuss their issues. Following the meetings, the Champion reported on the key points to the Faculty Executive Group (FEG); these points, from 2016 visits were included in the 2017 update of the Faculty Action Plan and the outcome of the 2017 roadshows will also be included in plan updates. The Head of the Biological Sciences Academic Unit also holds 'no agenda' meetings to complement the Dean's Roadshows. Guidance has been drafted and piloted in one academic unit on 'how to progress to the next career level' and will be extended to other units in 2018. The Faculty Action Plan is reviewed by the Faculty Steering Committee and aligned with the University plan. The Concordat Champion reports twice a year to FEG on progress – the Concordat became a standing agenda item in 2015. Strategic focus up to 2020 will be on the quality of appraisals (with guidance to PIs) and also on mentoring. This follows feedback from the research staff. --- 75% reported, in CROS 2017, they were treated fairly in their 'career progression/promotion' 2) CROS data 2017 showed that 65% reported they were keeping a record of their achievements. Meeting the target set in 2016.
	5.2 We will continue to encourage researchers to participate in the full range of opportunities available in the University. Owned by: Faculties & CHEP **Deliverables:** 1) Continued promotion of	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%)	CHEP, Careers Service, CDR WG, RIS, PERu, PublicPolicy	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018,	**On track** 1) We have seen an increase in involvement in CV building opportunities by researchers in the following areas: - [Public Engagement with Research unit](#) provided a suite of workshops about aspects of Public Engagement – available to both PGRs and staff. In 2016-17, 44 Research only staff attended, including 14 ECRs (at level 4). In 2017-18 (to date) there have been 31 'research only' staff attendances, of which 29 were ECRs.

				2019	CROS 2017 indicated that 50% of respondents had experienced Public Engagement.
	CV building activities leading to increased involvement in a range of engagement and impact activities. 2) 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.	- had been mentored (25%) Pilot teacher-training provision during 2017. By December 2018, online teaching-training materials will be available to 80% of research staff[4]. With VLE analytics confirming use of materials by research staff.			- External collaborations continued, including KTPS (through RIS), the ICURe Programme and SET Squared partnership . In 2016/17 4 ECRs (1 female & BAME) completed the ICURe programme and since the pilot in 2014/15, 38 jobs have been created. CROS 2017 indicated that 53% of respondents had experienced External Engagement. - Teaching. CROS 2017 indicated that 52% of respondents had experienced teaching. - PublicPolicy@southampton have introduced training on how to engage with policy makers. CROS 2017 indicated that 25% of respondents had engaged with policy makers/end users. - LifeLab in 2016-17 held *Science communication training* for 72 research staff (of whom 48 were women). So far in 2017-18, they have provided *Science communication training* and also introduced *Safe guarding training*, for 41 and 19 research staff respectively, including 23 women. - CROS 2017 data indicated 23% had been mentored. This slight reduction may reflect the restructuring of provision in 2016-17. 2) Due to the restructure of ILIaD/CHEP this action was delayed. However, a teacher training programme for research staff has been developed and will be piloted by December 2018.
	5.3 We will establish training and support resources for PIs, so they can empower their	By October 2020, PI training will be in place and available to 100% of eligible staff.	Faculties, HR and CHEP	Reviewed at CDR WG meetings: **Oct.** 2016,	**In progress** 1) HR created a new Leadership and Management Development team. During 2016-17 the team established leadership and management training programmes on: Enabling Change,

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[4] 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).

	research staff. Owned by: Faculties, HR and CHEP **Deliverables:** 1) Leadership and management training available to all PIs 2) Specific support available to all PIs	The Leadership and Management Development Team to develop a number of development interventions to support line managers during 2016-17. This will continue through 17-18. Three priority interventions were identified for 16/17: Enabling Change, Maximising Contribution and Managing Underperformance all of which have been made available to all line manager groups. The Faculty of Natural and Environmental Sciences (FNES) will design and deliver pilot PI training programme to support the appraisal process in 2016-17, and to share outcomes with other Faculties in 2018.		2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019	Managing Performance, and Managing Underperformance. In 2017, the team offered 41 instances of Enabling Change, 13 of Managing Underperformance and 23 Maximising Contribution; these were attended by a total of 330 academic staff. In the first quarter of 2018, 26 workshops had been offered with 82 academic staff attending. 2) The FNES pilot has been delayed due to strategic realignment.
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 **Deliverables:** 1) We will have achieved a Silver award – Athena SWAN (University KPI) and will extend the characteristics and processes to all non-STEMM areas. 2) We will ensure that there is a more formal	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	Diversity, Faculties	Reviewed at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019	**Exceeded** 1) We achieved a University Silver Athena SWAN award in 2017, and 4 departmental Silver SWAN awards, exceeding goals set in 2015. We also hold 5 departmental bronze awards. We plan to apply to for a University Gold award in 2019. Research staff have been involved with **all** Athena SWAN self-assessment teams. In May 2017 the BAME staff network was launched and joined the existing LGBT staff network, the Parent and Carers network, WISET and Theano. In March 2018, we signed the Race Equality Charter and we also became **the first University to achieve Disability Confident Leader status**! These join recognition of the University as a Mindful Employer, as a Stonewall Diversity Champion, and Committed to being an Inclusive Employer.

	integration between Athena SWAN and the CDRWG at Faculty and University level	on their plans.			2) The ED&I team and CDR WG are working closely together. This action plan has been aligned with the Athena SWAN plan. The ED&I Manager and Equality Charters Adviser sit on the CDR WG. The Chair of the CDR WG sits on the University ED&I committee (UEB), and the Researcher Developer reports to the ED&I chairs committee.

Our internal data in 2018 indicated that 74% of staff had undertaken Equality and Diversity training. |
| | 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 community (*proposed by Dr Lisa Gould, Senior Research Fellow*)

Owned by: CDRWG and HR-E&D

Deliverables:

1) Improved understanding of policy application and greater levels of satisfaction reported. | By October 2017 a working group will be established with representatives from the Research community, CHEP, HR, ED&I and other professional services. Key issues and solutions identified.

By October 2020, the [Working as a Researcher](#) website will contain/link to 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)

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 2020, data on parental returners and the retention rate of researchers (particularly of women returners), will be included in annual report (see 7.3 below). | Diversity, Faculties, CHEP | Reviewed via CROS 2017, 2019 and at CDR WG meetings: **Oct.** 2016, 2017, 2018, 2019 **Feb/March.** 2016, 2017, 2018, 2019 **June.** 2016, 2017, 2018, 2019 | **On Track**
2) Dr Lisa Gould surveyed research staff in 2015/16 to identify the key issues. A working group was established in 2017 and has drafted changes. The Faculty of Medicine collected data on the impact of the maternity pay policy. The Parent and Carers network and the CDR WG have all worked with ED&I to promote this issue. We anticipate reporting improvements by 2020.

CROS 2017 on fair treatment of 'pregnancy and maternity', respondents indicated an **88% agreement. Meeting and exceeding** our target of 85% |
| **Principle 7 –** | 7.1 Faculties will continue | May 2019 CROS data will confirm an | Concordat | Reviewed | **In progress** |

| Stakeholders will undertake regular reviews of progress | to develop, review and 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

Deliverables:

1) Faculty plans are 'live' documents and are be reviewed and up-dated annually or as appropriate. Research staff knowledge of plans will be monitored. | increase in staff awareness of the plans, i.e. more than 63% as in 2015.

Continued improvements/developments will be reported to the Research and 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. *Amended: REAG is now REEG (Research and Enterprise Group), and the CDR WG Chair now reports to the University Executive Board. The connection to REEG is maintained via Faculty Associate Deans. This will be revisited under the restructure.* | Champion | annually in Faculties. 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. | 1) All Faculties have produced local action plans and all Deans of Faculty received their CROS 2017 data, which Concordat Champions have also reviewed. Faculties were being restructured for August 2018, so some annual updating of plans has been delayed. The plans will need to be updated in the new structure and in view of the 10 year plan.

For details of the Faculty plans, please see: http://www.southampton.ac.uk/waar/concordat/faculty-action-plans.page?

CROS 2017 data showed the same level of awareness of Faculty plans as in 2015, i.e. 63%. |
| | 7.2 We will continue to actively encourage feedback from research staff.

Owned by: CDR WG

Deliverables:

1) We will continue to increase research staff representation and voice at Faculty and University level, via the CDR WG, and as evidenced in CROS/University data. | We will participate in CROS 2017 and 2019.

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 *WAAR* website (see Action 1.1 above), and greater research staff contribution to the 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. | **On track**

1) CROS 2017, we had 28% response rate.

We aim to report on WAAR analytics and research staff representation in the CDR WG (subject to restructures) in 2020. |

	7.3 We will establish annual reviews and performance reporting. Owned by: PVC/VP Research **Deliverables:** 1) The CDR WG to meet 3 times a year; taking reports from key University stakeholders and representatives. 2) CDR WG to compile an annual report on the research staff cohort, their profile and activities for the VP Research	Data requirements for monitoring purposes (outlined throughout this report) to be scoped 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 Data on research staff activities gathered annually (see 5.2 above) and included in report to VP R. The format of Annual performance report from the CDR WG will be agreed with the Vice-President Research (appointed in September 2016) by January 2017.	CDR WG, HR, Careers Service, RIS, CHEP	Annual reports reviewed: **October** 2016 **October** 2017 **October** 2018 **October** 2019	**On track** 1) The CDR WG has met 3 times a year in 2016, 2017 and 2018. 2) In 2018 a template for gathering data on the research staff profile was piloted with HR. A template for capturing Research Staff activity has been designed with ED&I, and piloted with: Careers Service, International Office, PERu, PublicPolicy, and LifeLab (see Action points 3.1, 4.2, and 5.2 above). The annual report to the VP R has been delayed due to the ILIaD-CHEP restructure and will be compiled by September 2018.
	7.4 Achievement of the University strategy will under pin all decisions of the CDR WG. We will continue to ensure that all elements of this Concordat action plan align with the University strategy and 10 year plan, and with Faculty strategies and plans, to support the achievement of	By December 2016, THE University will establish a Concordat Steering Group to drive this action plan, monitor data and progress, and to report into REAG. The report will outline how the Concordat implementation support one or more of the University's Strategic KPI's. *Amended: To report to REEG and UEB*	CDR WG with Strategy & Planning	KPIs reviewed annually and signed-off by Council in November: 2016, 2017, 2018, 2019, and 2020.	**Delayed** The CDR WG is an excellent group in terms of: representation from all of the key stakeholders in the University, for sharing best practice, for operationalising the principles of the Concordat, and implementing actions throughout the University. However, at a meeting in March 2017 with the VP R, Chair of the CDR WG, HR Directors and Researcher Developer, it was agreed that all activity needed stronger alignment with the 10 year plan and University's strategic goals. For this reason, a steering group

the University's KPIs. Owned by: PVC/VP Research **Deliverables:** 1) A steering group will be established to oversee the delivery of the objectives in the above plan.				with direct access to and responsibility for executive decisions, was considered most useful for providing oversight. 1) The composition of the steering group was agreed in 2017, i.e. the VP Research, Chair of the People Plan workstream, and Chair of CDR WG, supported by the Researcher Developer – but has not had the opportunity to meet yet.