

# Progress in the execution of the 2012 Concordat Implementation Strategy

Aims & actions for the implementation of Concordat principle (Deadlines in brackets & bold)	Indicators of Success (Deadlines in brackets & bold)	Progress and further action to be taken (Deadlines in brackets & bold)
1.1 Increased retention of Research Staff (RS) through enhanced redeployment process.	1.1a Create a baseline for understanding RS awareness in Careers in Research On-line Strategy (CROS) 2013 to be measured against in future. <b>(Sept. 2013)</b> Create baseline of redeployment numbers at 2012-2013 to be tracked over time. <b>(Sept. 2013 &amp; annually from then on)</b>	1.1a: CROS 2013 results - 62% of respondents were aware of redeployment. For the year to September 2013 no RS were redeployed and eight RS used the register.
1.2 More transparent and effective redeployment process <b>(Sept 2013)</b>	1.2a-1.6a Implementation of actions	1.2: Technical issues holding up progress in this area. <b>(Research Staff Development Manager [RSDM], Research Staff Working Group [RSWG] July 2015)</b>
1.3 Publicise through email/web page publicity <b>(Sept 2013 and every quarter from then on)</b>	1.2a-1.6a Implementation of actions	1.3: Pending technical issues being resolved. <b>(RSDM July 2015 onwards)</b>
1.4 Establish web page on redeployment <b>(Sept 2013)</b>	1.2a-1.6a Implementation of actions	1.4: Pending technical issues being resolved <b>(RSDM July 2015 onwards).</b>
1.5 Inclusion in PI training <b>(Sept 2013 onwards)</b> 1.6 Inclusion in RS training <b>(Sept 2013 onwards)</b>	1.2a-1.6a Implementation of actions	1.5 Current redeployment system communicated through Essential Guide to being a PI 14 <sup>th</sup> July 2014. 1.6 Current redeployment system communicated through Research Staff Induction from Sept 2013 onwards.

<p>2.1 Improvement in the performance management of research staff.</p>	<p>2.1a Key indicators of performance management of RS (induction, objective setting etc) have improved in CROS 2013 over 2009. PIs rate their ability to performance manage at higher than 50% in the 2013 PIRLs survey. Inclusion of issue in discussions with School Senior Management. <b>(Sept 2013)</b></p>	<p>2.1a CROS results from 2013 show that role induction for RS had improved over 2009 (Role induction useful: 2009 43%, 2013 62%). PIRLS surveys indicates increased number of PIs confident in performance management skills (2011 49% confident, 2013 76%)</p>
<p>2.1.1 Establishment of Good Practice in Leading Research Groups Workshop for Principal Investigators. <b>(July 2013)</b></p>	<p>2.1.1a Numbers of participants and feedback to leading research groups session. <b>(July 2013)</b></p>	<p>2.1.1a One meeting in 2013, 24 participants. Two sessions, one for science faculties and one for non-science faculties to occur annually. <b>(RSDM &amp; RSWG July 2016).</b></p>
<p>2.1.2 Schools to establish plans for developing the leadership skills of PIs. <b>(July 2013)</b></p>	<p>2.1.2a Existence of School leadership development plans and indicators of successful implementation. <b>(Sept 2014)</b></p>	<p>2.1.2a PI development strategies are being devised by the five major science schools and will be developed by the 3 other science schools and at faculty level for other subjects where there are considerable fewer RS. <b>(RSDM &amp; RSWG July 2015)</b></p>
<p>2.1.3 Further School based training on leadership and management skills for PIs. <b>(Sept 2014)</b></p>	<p>2.1.3a Data on number of sessions and feedback on effectiveness.<b>(Sept 2014)</b></p>	<p>2.1.3a: 229 Academics have undergone Performance and Development Review Training as part of a campus wide roll out for all reviewers. 93 Academics have undergone Research Staff Mentor Training. Further Mentor Training to be rolled out to science Schools and for non-science subjects at a Faculty level <b>(RSDM &amp; RSWG July 2015).</b></p>

<p>2.1.4 Integration of performance management into the responsibilities of PIs through the revision of the Code of Conduct for Good Research Practice <b>(Oct 2012)</b>.</p>	<p>2.1.4a Revision of Code of Conduct for Good Research Practice <b>(Oct 2012)</b>.</p>	<p>2.14.a Whilst the Code of Good Practice states the University's active support of the Concordat, and therefore Principle 2 which refers to the performance management of Research Staff, there needs to be further clarification of this point <b>(RSDM &amp; RSWG December 2015)</b>.</p>
<p>2.2 Increased awareness by RS of opportunity of promotion.</p>	<p>2.2a Implementation of actions and establishment of baseline of data on RS awareness of promotion in CROS 2013 to track in future <b>(Sept 2014)</b>.</p>	<p>2.2a. 68% of RS aware of opportunity for promotion according to CROS 2013.</p>
<p>2.2.1 Revision of current policy on RS promotion.<b>(Sept 2014)</b>.</p>		<p>2.2.1a THE UNIVERSITY OF READING STAFFING COMMITTEE Extract of the minutes of the Staffing Committee held on Tuesday 16 July 2013 13/35 Research Staff Promotion from Grade 6 - 7 Policy clarifies that funding would be available [for promotion from 6-7] regardless of the presence of monies within the grant.</p>
<p>2.2.2 Make discussion of promotion part of SDR process for RS. <b>(Sept 2014)</b></p>		<p>2.2.2a Point 7, Page 3 Possible topics of discussion in your PDR for different staff groups. PDR support Documentation published by HR <a href="http://www.reading.ac.uk/internal/humanresources/WorkingatReading/PerformanceandDevelopmentReview/humres-GuideforManagers.aspx">http://www.reading.ac.uk/internal/humanresources/WorkingatReading/PerformanceandDevelopmentReview/humres-GuideforManagers.aspx</a></p>

2.2.3 Deliver training sessions on promotion for RS at School level. <b>(Sept 2014)</b>		2.2.3a: Maths and Physical Sciences delivered on 12 December 2012, Chemistry Food and Pharmacy to be delivered 15 September 2014. Other School sessions to be organised. <b>(RSDM and RSWG July 2016)</b>
3.1 Continuing support for RS Committee initiatives		3.1a: Support for the November 2012 RS Conference, attendance at RS Committee, participation in devising the 2015 RS Conference.
3.2 Establishing more active RS communities within Schools	3.2a Increase in active RS Communities in Schools <b>(Sept 2014)</b>	3.2a: Establishment of RS community within the School of Archaeology, Geography and Environmental Sciences. Further increase in active RS Communities in Schools <b>(RSDM and RSWG Sept 2016)</b>
4.1 Make training for RS Mentors mandatory as one aspect of merging of Concordat principles into Code of Conduct for Good Research Practice. <b>(Oct 2012)</b>	4.1a Revision of Code of Conduct for Good Research Practice <b>(Oct 2012)</b>	4.1a: University of Reading University Code of Good Conduct in Research 3.3.1 “The University aims to provide by October 2014 qualified mentors to assist in the training and career development of new researchers”.
4.1.1 Deliver training/briefing in mentoring on a School by School basis. <b>(Sept 2013)</b>	4.1.1a Data on number of participants & feedback from training mentors <b>(Sept 2013)</b> . Data on coverage and RS awareness of mentoring gained from CROS 2013 <b>(Sept 2013)</b> .	4.1.1a: 93 Academics have undergone Research Staff Mentor Training. Further mentor training to be rolled out to science Schools and at a Faculty level for non-science subjects <b>(RSDM &amp; RSWG July 2015)</b> .
4.2 Integration of Researcher Development Framework into support for Research Staff via:	4.2a Enactment of policy and establishment of baseline and track development through awareness of RDF question in	4.2a According to CROS 2013 48% of Research Staff at Reading were aware of the RDF.

	CROS & PIRLS Surveys ( <b>Sept 2013</b> ).	
<ul style="list-style-type: none"> <li>All RS to receive a copy on arrival at the University (<b>Nov 2012</b>)</li> </ul>		<p>This was included in the Research Staff Welcome pack which went out to all staff and now is available on the induction web page which is sent to all new staff. Please see</p> <p><a href="http://www.reading.ac.uk/internal/humanresources/New_Starter_Welcome.aspx">http://www.reading.ac.uk/internal/humanresources/New_Starter_Welcome.aspx</a> where there is a link for Research Staff to <a href="http://www.reading.ac.uk/internal/researchstaff/newstaff/rstaff-newstaff.aspx">http://www.reading.ac.uk/internal/researchstaff/newstaff/rstaff-newstaff.aspx</a></p>
<ul style="list-style-type: none"> <li>Integration into Certificate in Research Career Management (CRCM) (<b>Dec 2013</b>)</li> </ul>		Part of Introductory Seminar to CRCM
<ul style="list-style-type: none"> <li>Integration into RS Development Brochure (<b>October 2013</b>)</li> </ul>		<p>See:</p> <p><a href="http://www.reading.ac.uk/web/FILES/researchstaff/B10263_Research_staff_training_brochure_13-14_FINAL.pdf">http://www.reading.ac.uk/web/FILES/researchstaff/B10263_Research_staff_training_brochure_13-14_FINAL.pdf</a></p>
<ul style="list-style-type: none"> <li>Integration into RS web pages (<b>Dec 2012</b>)</li> </ul>		On front page of RS web site currently ( <a href="http://www.reading.ac.uk/internal/researchstaff/rstaff-home.aspx">http://www.reading.ac.uk/internal/researchstaff/rstaff-home.aspx</a> ) with links throughout the site.
& for Principal Investigators via: Inclusion in training for PIs and Mentors ( <b>Nov 2012 onwards</b> )		Features in Essential Guide to being a Principal Investigator (central delivery 14 July 2014), PI Focus Groups and RS Mentoring Training (delivered on a School by School basis 2013 & 2014)
5.1 RS Conference to enable RS to have more assertive dialogue about their development with PIs. ( <b>Nov 2012</b> )	5.1a Feedback from RS Conference ( <b>Dec 2012</b> )	5.1a 76% of feedback received stated that the conference had facilitated better communication between RS and PIs..
6.1 Review of promotion criteria for Research Staff to ensure parity with staff on open ended contracts ( <b>Dec 2013</b> ).	6.1a Enactment of any policy changes and establishment of baseline data and tracking of	6.1a See 2.2.1a policy change, data on promotion. 6.2a Made mandatory, so far 400 staff

6.2	On-line Equality & Diversity (E&D) training is being made mandatory for all staff.( <b>July 2013</b> )	changes. ( <b>Sept 2014</b> )	have completed training.
6.3	Staff on promotion panels to undergo training including E&D aspects.( <b>Oct 2012</b> )	6.2a Data on implementation. ( <b>Sept 2014</b> ) 6.3a Data on implementation.( <b>Sept 2014</b> )	6.3a Faculty Management Boards (who oversee academic promotion.) to receive in Unconscious Bias training ( <b>RSDM &amp; RSWG December 2015</b> ).
7.1	Continued participation in CROS, PIRLS and future HRER review processes.	7.1a Implementation of actions. ( <b>Sept 2014</b> )	Participated in CROS and PIRLS 2013 due to participate in both surveys in 2015.