

University of Reading Concordat Implementation Strategy 2014

This implementation plan is a follow up to the plans written in 2009 and 2012 in response to the publication of the Concordat to Support the Career Development of Researchers, published in 2008. These plans can be found at <http://www.reading.ac.uk/internal/researchstaff/about/HRExcellenceinResearchPage.aspx>.

This implementation plan sets out the principles of the Concordat, the proposed further action, indicators of success and accountabilities.

Concordat Principle & Framework	Aims & actions for the implementation of this principle	Indicators of Success (Deadlines in brackets and bold)	Accountability
<p>Principle 1 Recognition of the importance of recruiting selecting and retaining researchers with the highest potential to achieve excellence in research.</p>	<p>1.1 Evaluation of induction process for Research Staff at all levels.</p>	<p>1.1a A report on the evaluation of induction for Research Staff (December 2015). A series of practical improvements to induction at all levels with evidence of their implementation (July 2016). Improved feedback on induction via internal surveys and CROS (July 2017).</p>	<p>Research Staff Development Manager (RSDM) Research Staff Working Group (RSWG)</p>
<p>Principle 2 Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research</p>	<p>2.1 Improvement in the performance management of Research Staff. 2.1.2 Supporting and enabling the implementation of School PI development strategies. 2.1.3 Further School based training on leadership and management skills for PIs. 2.2 Increased awareness by RS of opportunity of promotion. 2.2.1 Deliver further training sessions on promotion for RS at School level. 2.2.2 Publicise promotion criteria through emails, social media and web pages.</p>	<p>2.1a Key indicators of performance management of RS (induction, objective setting etc) have improved or maintain high rating in CROS 2015 over 2013. (July 2015) 2.1.2a Numbers of academics in Schools actively engaged with development strategies. Evidence of the effectiveness of strategies in achieving objectives (August 2016). 2.1.3a Data on number of sessions, participants and</p>	<p>RSDM, RSWG, Heads of Schools (HoS), Deans of Faculties (DoF)</p>

		<p>evidence of effectiveness from CROS and PIRLS. (August 2016)</p> <p>2.2a Data on awareness of opportunity for promotion in CROS 2015 goes up. (July 2015)</p> <p>2.21a Data on number of sessions, participants and evidence of effectiveness from CROS and PIRLS (August 2016).</p> <p>2.2.2 Dates of postings, evidence of effectiveness through CROS results (August 2016).</p>	
<p>Principle 3</p> <p>Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.</p>	<p>3.1 Increase in the number and range of Career development activities for Research Staff provided by the University Careers, Placement and Experience Centre (CPEC).</p> <p>3.2 In collaboration with CPEC conduct research and write a follow up report to Profiling the Careers of Research Staff at the University of Reading to feed into Vitae's What do Research Staff Do Next project.</p>	<p>3.1a Data on increased engagement between RS and CPEC.</p> <p>3.2a Research project designed (December 2014) and conducted (July 2016), report written and results used to inform Research Staff at Reading, Vitae and other stakeholders of the perspectives of ex-Research Staff (December 2016).</p>	RSDM, RSWG, CPEC Director
<p>Principle 4</p> <p>The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</p>	<p>4.1 Continue to deliver training/briefing in mentoring on a School by School basis.</p> <p>4.2 Trial and evaluate the use of the RDF Planner to Research Staff.</p>	<p>4.1a Data to show that PIs across all School's and Faculties have received training. On-going central training provision to support new Principal Investigators (July 2015).</p> <p>4.2 Data to show number of Research Staff trained in the use of RDF planner and evaluation report (December 2015).</p>	RSDM, RSWG, HoS, DoF

<p>Principle 5 Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.</p>	<p>5.1 Introduction of FEAR course for Research Staff to address the issue of assertiveness further.</p> <p>5.2 Introduction of Intrapreneurship course for Research Staff to encourage an active and dynamic approach to career management within HE.</p> <p>5.3 Re-introduction of three day Leadership and Management Development course for Research Staff</p> <p>5.4 Introduction of Research Impact course to enable Research Staff to consider this issue from early on in their career.</p>	<p>5.1a-5.4a Data and feedback from training sessions (August 2015 and 2016)</p>	<p>RSDM, RSWG</p>
<p>Principle 6 Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.</p>	<p>6.1 Promoting the Springboard development sessions amongst female Research Staff.</p> <p>6.2 Including talks by a senior female researcher on promotion for women in academia within the School briefings on promotion for Research Staff.</p>	<p>6.1a Data on the number of female RS attending (August 2016).</p> <p>6.2 Enactment of policy and data on number of sessions held (August 2016).</p>	<p>RSDM, RSWG</p>
<p>Principle 7 The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.</p>	<p>7.1 Continue to engage with the development of the review process through Vitae.</p> <p>7.2 Continue to review progress biannually through CROS and PIRLs and through other forms of evaluation.</p>	<p>7.1a Participation in HRER seminars at Vitae’s Researcher Development Conference, Policy Forum and one-off events (August 2016).</p> <p>7.2 Implementation of policy (August 2016).</p>	<p>RSDM, RSWG</p>