



**Concordat to Support the Career Development of Researchers**  
**HR Excellence in Research 8 Year External Review**  
**Updated Implementation Action Plan: January 2020 (updated December 2021)**

## **The Seven Principles of the Concordat**

### *A. Recruitment and Selection*

#### **Principle 1**

Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

### *B. Recognition and Value*

#### **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.

### *C. Support and Career Development*

#### **Principle 3**

Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

#### **Principle 4**

The importance of researchers' personal and career development, and lifelong learning, is clearly recognised at all stages of their career.

### *D. Researchers' Responsibilities*

#### **Principle 5**

Individual researchers share the responsibility for, and need to pro-actively engage in, their own personal and career development and lifelong learning.

### *E. Diversity and Equality*

#### **Principle 6**

Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

### *F. Implementation and Review*

#### **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.

The actions below have been developed to enhance the skills and career development of research staff.

## 1.0 Communication and consultation

January 2018 Action - Concordat Principle 2	Success measure	Responsibility	Deadline
1.1 Awareness raising by attending Research Forum and engaging with research staff managers.	Concordat Implementation Review Group (CIRG) representative members, including OD staff to be present at Forum meetings.	R&E, P&C/OD and CIRG	Ongoing - Sept 2018
1.2 Report to Research and Postgraduates Committee.	CIRG representative members, including OD staff to be present at meetings as appropriate.	R&E, P&C/OD and CIRG	Ongoing - Sept 2018
<b>December 2019 update</b>			
CIRG chair and representatives attended meetings of Research and Postgraduate Committee and Research Forum in 2018 and 2019 to discuss career development and faculty-based support for research staff.			
January 2018 Action - Concordat Principle 2	Success measure	Responsibility	Deadline
1.3 Review content on Postdoctoral Support website.	Content updated.	R&E	Ongoing - Sept 2018
<b>December 2019 update</b>			
Content of the R&E Postdoctoral website and related People & Culture Researcher Development websites updated in September 2019.			

Updated January 2020 Action - Concordat Principle 2	Success measure	Responsibility	Deadline
1 (a) Adopt the refreshed Concordat to support the development of research staff/Researcher Development Concordat (September 2019).	Sign up to the Researcher Development Concordat.	PVC Research & Enterprise, P&C – OD, R&E	February 2020
<b>Updates December 2021</b>			
1 (a) Queen's signed in February 2021			
1 (b) Undertake a gap analysis to compare policies and practice against Researcher Development Concordat principles.	Gap analysis completed.	P&C, R&E and CIRG	September 2020
1 (b) Completed in March 2021			
1 (c) Based on the outcomes of the gap analysis and wider consultation create an updated action plan for the new Concordat to support the development of research staff/Researcher Development Concordat (September 2019).	Action plan created and reported to university governing body or equivalent authority.	PVC Research & Enterprise, P&C – OD, R&E, CIRG	February 2021
1 (c) New RDC action plan agreed by Postdoctoral Researcher Oversight Group in September 2021			

1 (d) Report on implementation of Concordat to Research and Postgraduates Committee.	CIRG representative members, including OD staff to attend meetings as appropriate.	R&E, P&C/OD and CIRG	Ongoing - Dec 2021
1 (d) Agreed by Postdoctoral Researcher Oversight Group in September 2021 and reported to Research & Postgraduate Committee in October 2021.			
1 (e) Review content of university research staff focused websites.	Content updated and collated to ensure core information communicated to research staff. Review usage data to measure engagement and topics most frequently accessed.	P&C, R&E, Faculties, CIRG	Ongoing - Sept 2020
1 (e) Online content reviewed and updated as part of new <a href="#">PDC website</a> (October 2021)			

## Faculty-focused actions

January 2018 Action - Concordat Principle 2	Success measure	Responsibility	Deadline
1.4 Development of faculty based action plans.	Plans created to support research staff management and development support within each Faculty.	Faculty PVCs/Academic Lead for Researchers	July 2018

### December 2019 update

OD and Faculties have collaborated to create and implement faculty-based initiatives to support the development and management of research staff. The Faculty of Engineering and Physical Sciences has an active [Postdoc Society](#), launched in September 2019, which has created a series of actions and initiatives. The committee, which meets every 4-6 weeks, has twelve members, representative of the Faculty schools, including Dr Gemma Catney as academic lead for postdocs in the Faculty. It has organised a number of activities since the September launch and networking event including: Postdoctoral Research Funding Opportunities and Rights in the Context of Brexit, Gaining your Independent Fellowship event and a Christmas Quiz and social event. A twitter account has also been created <https://twitter.com/QUBpostdocsEPS>. In the Faculty of Arts, Humanities and Social Sciences a Research Staff Society has been established, again organising a series of activities for research staff, with a combination of research, career and social focused activities. This group is smaller, three members, reflecting the research staff population in AHSS and is currently developing a strategy for 2020. The Faculty of Medicine, Health and Life Sciences has a well-established [Postdoc Society](#) and since 2017 a Postdoc Development Centre that delivers a comprehensive range of activities, primarily for MHLS postdocs but also available to other researchers when appropriate.

1.5 Faculty of Medicine, Health and Life Sciences (MHLS) Postdoctoral Office.	Pilot of the MHLS Postdoctoral Office 2018-2020.	MHLS Faculty Dean of Research /Head of New PD Office	2018-2020
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### December 2019 update

The [MHLS Postdoc Development Centre](#) was established in 2017, with one full-time member of staff, and provides tailored support for MHLS postdocs. This includes 1-2-1 career development support and the organisation of events and workshop. The PDC also inputs to research staff related policies, e.g. assistant supervisory role for research staff, 10 days L&D policy etc.

Updated January 2020 Action - Concordat Principle 2	Success measure	Responsibility	Deadline
1 (f) Continue development of faculty-focused activity to support research staff management and development within each Faculty.	Faculty action plans reviewed and updated on annual basis.	Faculty Deans of Research/Academic Lead for Researchers/PC-OD/R&E	Annual – December 2020

### Updates December 2021

1 (f) New faculty postdoc/researcher societies established in AHSS and EPS, which along with the MHLS society, provide faculty-based activity for researchers. The PDC now acts a hub for these groups.

<b>January 2018 Action - Concordat Principle 2, 7</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
1.6 Participate in CROS and PIRLS 2019, cross-reference to previous surveys to highlight areas of progress and where further action required.	Increase response rates to 30%, (2017 position: 26% CROS & PIRLS 2017). Produce report and agree actions.	P&C-OD, CIRG, Schools	October 2019
<b>December 2019 update</b>			
As the University was conducting an all-staff survey in March 2019, Queen's did not participate in CROS and PIRLS 2019. A set of results from research staff have been provided to CIRG, which will assist in the development of the updated action plan. The response rate for research staff was 41%, compared to 64% overall. A future action is to increase the response rate for research staff and highlight the 'continuous listening approach' to be adopted, which may include shorter targeted surveys on specific topics. Key results of the 2019 survey are included in the progress report. In addition, central and local action plans which address some of the key issues identified via staff survey will be communicated to all staff.			

<b>Updated January 2020 Action - Concordat Principle 2</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
1 (g) Increase the number of research staff participating in university-wide staff surveys.	Increase response rate in staff surveys to over 50%.	P&C-OD, CIRG, Schools	Date for next university-wide survey to be agreed
1 (h) Encourage research staff to engage in other university continuous listening initiatives, to gather feedback from staff.	Active participation by research staff in these initiatives, including the all Staff Forum. Monitor participation from all university schools to ensure representative feedback is collected.	P&C-OD, CIRG, Schools	March 2021
<b>Updates December 2021</b>			
1 (g) and 1 (h) No all staff surveys were conducted during this reporting period. During the current pandemic situation the staff listening exercises have focused on how the staff experience has been impacted by the changed working arrangements. Research staff are included in all such activity.			

## 2. Researcher Learning and Development Programme

<b>January 2018 Action - Concordat Principle 2, 7</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
<b>Action - Concordat Principle 2</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
2.1 Maintain central budget at current rate of £200K per annum and seek opportunities for additional strategic funding for the agreed Concordat implementation actions. (Deadline July 2019.)	Funding provision reviewed and relevant additional funding identified.	P&C, R&E, Faculties	July 2019
<b>December 2019 update</b>			
Central budget maintained at approx. £200k, including funding to support research-staff development-focused staffing and resources within P&C, R&E, MHLS-PDC, EPS postdoc society and academic lead, AHSS research staff society and Queen's Fellowship Academy.			
<b>Action - Concordat Principle 2</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
2.2 Additional support (currently facilitated via Careers Consultant post) to be reviewed July 2018.	Support services currently provided by Careers Consultant maintained.	P&C-OD, R&E	August 2018
<b>December 2019 update</b>			
The Career Consultant (Researcher Development) post was relocated full-time to the Graduate School in September 2018. Support continues to be provided for Research Staff via a new Developing Your Research Career programme. This provides a series of elements to guide and advise research staff – including: career exploration; cv writing; preparing for interviews; career consultation meetings with a careers coach. 24 staff accessed the programme in June 2019 and October 2019. The programme will be delivered twice per year. Research staff in the Faculty of MHLS can access career support interviews on an ongoing basis, and OD provide limited individual support for research staff on professional and career development.			
<b>January 2020 Action - Concordat Principle 2</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
2 (a) Maintain central budget at current rate of £200k per annum and seek opportunities for additional strategic funding for the agreed Concordat implementation actions. (Deadline September 2020.)	Funding provision reviewed and relevant additional funding identified.	P&C, R&E, Faculties	September 2020
<b>Updates December 2021</b>			
2 (a) The overall investment to support our commitments to researcher development has expanded in terms of budget and resource with launch of PDC and Queen's Fellowship Academy, to approx. £230k (previously approx. £200k) to ensure the achievement of the action plan commitments.			
2 (b) Continue delivery of Developing your Research Career programme. Gather feedback from research staff on career development provision.	Maintain delivery of programme twice a year, with access for 24 research staff. Add additional career development workshops identified from feedback.	P&C-OD	September 2020

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
2.3 Engagement in learning and development activity monitored. Liaise with schools identified with less engagement in learning and development activity.	Increase L&D engagement by 10%, include additional engagement with online learning resources and other openly available L&D. Annual engagement report produced. Review with relevant School and Faculty staff.	P&C-OD/ Faculties/Schools	Annual- September 2018
2.4 Analysis of feedback collected by new online evaluation forms, to inform programme/workshop development.	Summary report produced and actions agreed.	P&C-OD/CIRG	September 2018
<b>December 2019 update</b>			
<p>In 2018-19 a total of 571 research staff attended centrally organised OD staff development workshops, which is a 28% increase on the 2017-18 attendance. The new MHLS PDC has organised a series of events creating further L&amp;D opportunities for research staff, with 145 attendances in 2018 and 208 attendances in 2019. Research Staff in the Faculties of AHSS and EPS have access to events organised by their new research staff/postdoc societies. R&amp;E delivered a wide range of funding and impact related workshops and events for early career researchers, with 346 staff attending from September 2018 and to date.</p> <p>Engagement report produced and discussed with PVCr and senior managers in Faculties to assist in planning. All staff have increasing access to online learning, including the Vitae website resources (384 registered users), Nature Masterclasses Online (224 registered users) and 50 research staff participated in a trial of LinkedIn Learning during 2019. Positive feedback was received and this online resource is now available to all staff. The trial was evaluated in March 2019, with 72 responses (10 were researchers).</p> <p>The following responses were received:</p> <ul style="list-style-type: none"> <li>○ Did the resource improve your knowledge (in the topics/areas you used)? <b>Yes</b> 96% overall, Researchers 100%</li> <li>○ Did the resource improve your skills (in the topics/areas you used)? <b>Yes</b> 94% overall, Researcher 100%</li> <li>○ Of those 10 Researchers, 100% would recommend to other staff, overall response 96%</li> </ul> <p>Researcher comments:</p> <ul style="list-style-type: none"> <li>○ 'It is an exceptional tool with a very wide range of training options that complement perfectly the options currently available through Queen's services.'</li> <li>○ 'A valuable tool to improve learning as per personal choice of individual.'</li> <li>○ 'It can be very useful in case someone needs a fast introduction into the new topics'.</li> </ul> <p>An online Writing for Academic Publication programme has been offered twice to research staff, with a total of 31 participants completing this course between March 2018 and November 2019. Feedback from participants indicated that they worked on and completed a journal article ready for submission, with the course acting as a motivator and guide to complete the articles. Staff also have access to the online Professional Skills for Research Leaders Programme.</p>			
<b>January 2020 Action - Concordat Principle 3&amp;4</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
2 (c) Engagement in learning and development activity monitored. Liaise with schools identified with less engagement in learning and development activity.	Increase L&D engagement by 10%, include additional engagement with online learning resources and other openly available L&D. Annual engagement report produced. Review with relevant School and Faculty staff.	P&C-OD/ CIRG/ Faculties/Schools	Annual- September 2021

**Updates December 2021**

2 (c) Overall participation by research staff in L&D activity increased between 2019 and 2020 by 18%. (*571 2019 – 694 2020*)

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
2.5 Develop case studies/profiles to highlight staff experience of engagement in learning and career development programmes.	Five case studies to be produced.	P&C-OD/CIRG	September 2019
<b>December 2019 update</b>			
Two profiles produced with further case studies to be developed with the Faculty postdoc/research staff societies.			
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
2.6 Revise ERLP content and selection processes to best fit with new People & Culture Strategy.	Pilot programme to begin 2017-18.	P&C/R&E/Faculties	July 2018
2.7 Full delivery of programme in 2018-19.	20 recently appointed academic staff to participate in programme.	P&C/R&E/Faculties	July 2019
<b>December 2019 update</b>			
The new People & Culture Strategy, People First, includes a commitment to developing managers and leaders. This will be primarily achieved through the People Manager Essentials and Connected Leaders Programmes. It was therefore agreed that the objectives of the proposed Emerging Research Leaders Programme would be achieved through these programmes, which are currently available to staff. All staff also have access to the refreshed Learning for All staff development programme. Further details on all these programmes available at: <a href="http://www.gub.ac.uk/directorates/HumanResources/learning-and-development/">http://www.gub.ac.uk/directorates/HumanResources/learning-and-development/</a>			

Action - Concordat Principle 4	Success measure	Responsibility	Deadline
2.8 Continue mentoring support for researcher career and professional development via the Post-Doc Group Mentoring programme.	Delivery of programme 2017-18, with 40 research staff participating.	R&E/Faculties/P&C-OD	July 2018
<b>December 2019 update</b>			
The Postdoc Group Mentoring programme ran in 2018-19 with 36 research staff participating in 8 groups. The 2019-2020 programme launched in December 2019 has 31 mentees in 8 groups.			
2.9 A review of mentoring provision for all staff will be conducted, as an action from most recent staff survey. Provision for research staff to be identified within this review.	Review and report on provision of mentoring for research staff.	P&C-OD	March 2018
<b>December 2019 update</b>			
OD has collated information on mentoring schemes across Queen's and worked with the co-ordinators of these schemes to develop a mentoring definition, reviewed support for mentoring and establish a mentoring network, December 2019. Research staff have access to all associated additional resources.			
January 2020 Action - Concordat Principle 4	Success measure	Responsibility	Deadline
2 (d) Continue mentoring support for researcher career and professional development via the Post-Doc Group Mentoring programme.	Delivery of programme 2020-21, with 40 research staff participating.	R&E/ P&C-OD /Faculties	July 2021
<b>Updates December 2021</b>			
2 (d) The Postdoc Group Mentoring Programme was delivered in 2020, with 33 participants. However, due to impact of the pandemic it was not delivered in 2021, mainly due to work pressures on potential academic mentors. The 2022 Programme was launched in January 2022.			

<b>Action - Concordat Principle 1, 3 &amp; 4</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
2.10 Annual review of training and development provision to ensure it continues to meet needs of individuals, funders and university. These reviews should consider the variety of experience and discipline background within the research staff population and include a review of an annual profiling report.	Review conducted, to include CIRG and Faculties.	CIRG/P&C-OD/Faculties	On-going – annually revisions June – August each year
<b>December 2019 update</b>			
Evaluation and review conducted in 2018 and 2019.			
2.11 Increase provision of online and blended career and professional development resources.	Review of potential online provision conducted (March 2018). Access to online materials increased, research staff to have access to additional online resources. 20% of research staff to have accessed online materials during 2018-19.	P&C-OD/CIRG	September 2019
<b>December 2019 update</b>			
<i>See 2.3 above</i>			
<b>Action - Concordat Principle 1, 3 &amp; 4</b>	<b>Success measure</b>	<b>Responsibility</b>	<b>Deadline</b>
2.12 Faculty-based career development programmes. Each Faculty to identify a cohort of PhD and post-docs who have moved beyond academia to participate in Faculty based career development activity.	A cohort of 10 previous PhDs and postdocs to be identified, who will participate in at least one faculty-based career development networking session per year.	Faculties/Schools/P&C	September 2018
MHLS research staff attended an annual ‘who wants to hire you?’ event – 66 attendees in 2019. EPS research staff appreciation events include career development talks, e.g. Pursuing an Academic Career and Transition to Industry talks in November 2018.			
2.13 Review current provision of career and professional development workshops. New Careers Consultant revising current provision of career development workshops. Revised programme to be delivered by Careers Consultant in 2018.	Increase participation in workshops to 80 per annum.	P&C/CIRG/Faculties	July 2018
<i>See 2.2 above</i>			
2.14 Professional development workshops under review to align with emerging People and Culture Strategy.	New programme of workshops delivered in 2018, with inclusion of additional online blended provision.	P&C-OD/CIRG/Faculties	July 2018
<i>See 2.3 above</i>			

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
2.15 Further Postdoc Showcase event planned for November 2018.	Increase participation rate to 200 research staff.	R&E/Faculties/P&C	November 2018
<b>December 2019 update</b>			
<p>Postdoc Showcase held in September 2019, 120 research staff attended.  <a href="http://www.qub.ac.uk/corporate-plan/people-culture/News/QueenscelebratesitspostdocsatPostdocShowcase2019.html">http://www.qub.ac.uk/corporate-plan/people-culture/News/QueenscelebratesitspostdocsatPostdocShowcase2019.html</a></p> <p>Postdoc Prizes awarded during the showcase, 2019 was first year that these were given out across all 3 faculties, previously in MHLS only.  <a href="http://www.qub.ac.uk/about/Leadership-and-structure/Faculties-and-Schools/Medicine-Health-and-Life-Sciences/PDC/Recognition/PDCPostdocPrizes/">http://www.qub.ac.uk/about/Leadership-and-structure/Faculties-and-Schools/Medicine-Health-and-Life-Sciences/PDC/Recognition/PDCPostdocPrizes/</a></p>			
2.16 Develop further employer engagement events, with a focus on alternative careers and transition from academia to industry.	Careers consultant, in collaboration with the University's Employer Engagement Team, to develop contacts with employers. A pool of 20 employers to be identified. 2 employer-networking events per annum.	P&C/DASA/Faculties	September 2019
<b>December 2019 update</b>			
<p>MHLS research staff attended a 'who wants to hire you?' event in May 2018 – 66 attendees.            Maths &amp; Physics run an annual Career Day for PhD students and postdocs – 47 attendees in 2019, which is supported by School Athena SWAN committee.            The Developing Your Research Career programme provides research staff with information on potential alternative career options.</p>			

January 2020 Action - Concordat Principle 4	Success measure	Responsibility	Deadline
2 (e) Further Postdoc Showcase event planned for 2020-21	Increase participation rate to 160 research staff, and increase and extend participation from all university schools, including the number of nominations for postdoc prizes across all 3 Faculties.	R&E/Faculties/MHLS-PDC/P&C	June 2021
<b>Updates December 2021</b>			
<p>2 (e) Due to pandemic related restrictions the Postdoc Showcase was not held in 2020 or 2021. Online School-level showcases/symposia or seminars were organised locally to enable researchers to present their work. UK-wide online initiatives for National Postdoc Appreciation Week (including UK_NPAW events and the National Postdoc Conference 2021) were promoted instead, with Queen's contributing to steering groups and running of the events.</p>			
2 (f) Faculty postdoc/research staff societies, now including the new societies in AHSS and EPS are planning career development activities in 2019-20. In MHLS the PDC also engages with employers to organise career development activities and events.	Each Faculty to hold an annual career development event for research staff, which includes a focus on alternative careers and transitioning from academia to industry.	Faculties societies/MHLS PDC/P&C-OD	June 2021
2 (f) Faculties societies collaborate with the PDC and OD to organise and deliver career development events; this has included a number of online events during 2020 and 2021			

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
2.17 The University will investigate how researchers can be encouraged and enabled to pursue interdisciplinary research. This is important to Queen's in supporting future research funding bids and the careers of researchers who will contribute to funded research projects. Developing researchers' skills, behaviours and motivations in this area enhances their career development in roles within and beyond academia. Organisational Development will contribute through the design and delivery of activities which provide researchers with opportunities to develop interdisciplinary capability.	Organisational Development to deliver additional development activity which provide teams with opportunities to enhance capability required for interdisciplinary research, e.g. The Collaborative Researcher, research sandpits and Crucible-type events.	P&C-OD/Faculties	January 2019
<b>December 2019 update</b> Collaborative Researcher workshops delivered in March 2019 for 20 staff. Also R&E delivered the Introduction to Collaborative Research Funding Programme in 2018 and 2019 and the Global Research Training Programme in 2019.			
2.18 Continued meetings of Postdoc Forum. Increase engagement by school representatives at meetings.	4 times per year. Attendance to be monitored to ensure representatives from all schools attend at least 2 meetings per year.	R&E/Faculties/PVC Research & Postgraduates	Ongoing annual
<b>December 2019 update</b>			
The Postdoc Forum continues to meet 4 times per year. Issues addressed in 2018 and 2019 include: <ul style="list-style-type: none"> <li>• Postdoc Travel funding</li> <li>• Assistant PhD supervisor role for postdocs</li> <li>• L&amp;D engagement – LinkedIn Learning</li> <li>• Concordat Consultation</li> <li>• Staff Engagement</li> <li>• Engaged Research Action Plan</li> <li>• Postdoc showcase</li> </ul>			
January 2020 Action - Concordat Principle 4	Success measure	Responsibility	Deadline
2 (g) Continued meetings of Postdoc Forum. Increase engagement by school representatives at meetings.	4 times per year. Attendance to be monitored to ensure representatives from all schools attend at least 2 meetings per year.	R&E/Faculties/PVC Research & Enterprise	Ongoing annual
<b>Updates December 2021</b>  2 (g) The Postdoc Forum has been replaced by the Postdoctoral Researcher Oversight Group, in 2020. This new group contains postdoc and academic representatives from all faculties and reports to the central Research and Postgraduate Committee, chaired by the PVC Research & Innovation.			

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
2.19 Investigate the need for research staff societies/forums in other Faculties.	Meetings held with Faculty PVCs/Deans of Research and research staff.	Faculties	September 2018
See 1.4 and 1.5 above			
2.20 New research staff peer-led training initiative established January 2018, as part of the ongoing Research Strategy objective to enhance the postdoctoral culture and community at Queen's. The scheme will provide funding to support training for research staff in research methods, delivered by Queen's researchers, academic and research staff, and PhD students with relevant knowledge and expertise.	Three events to be funded and delivered per annum.	R&E/Faculties/P&C-OD	July 2019
Three events funded focused on statistical analysis skills in the use of R and STATA, with 97 research staff participants.			

January 2020 Action - Concordat Principle 4	Success measure	Responsibility	Deadline
2 (h) Continue support for research methods learning and development via the research staff peer-led training initiative.	Three events to be funded and delivered per annum.	R&E/Faculties/P&C-OD	July 2021
<b>Updates December 2021</b> This was impacted by Covid budget restrictions			

### 3. Researcher personal and career development processes

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
3.1 Planned future actions in relation to induction. Planned improvements regarding: <ul style="list-style-type: none"> <li>• Continue to promote as a required element for all new staff.</li> <li>• Central and local induction activity – to highlight best practice and consistency.</li> <li>• Awareness-raising and guidance.</li> <li>• Induction is confirmed as part of probation/sign-off.</li> <li>• Role of line managers, P&amp;C team (central induction) and P&amp;C Business Partners to support induction is clear in guidance.</li> </ul>	Provide updated resources, i.e. induction checklists and other downloadable information, via website.  Monitored through improvements to staff responses on induction related questions in future staff surveys, i.e. University-wide All Staff Survey and CROS/PIRLS. Increase engagement by school representatives at meetings.  Increase attendance at central induction event to 60% of all new research staff.	P&C, Faculties, Schools	July 2019
<b>December 2019 update</b>			
Updated <a href="#">online induction resources</a> are available for all staff, and a new All Staff Welcome event is available for research staff to attend. A Research-staff focused Induction event continues to be provided. In 2017-18 and 2018-19 approx. 50% of research staff invited attended these events.			
3.2 Faculties to review provision of induction programmes for research staff.	Actions agreed and Faculty level induction process and information available.	Faculties	September 2018
MHLS PDC now provides faculty based inductions for MHLS research staff. The new postdoc/research staff societies in EPS and AHSS will provide support for new staff.			
3.3 Enhance school-based induction support for research staff.	Schools to review and enhance induction programmes for research staff.	Faculties/Schools	September 2018
All schools in MHLS have a buddy scheme for new members of staff EEECs have a 'critical friend' assigned for new members of staff.			

January 2020 Action - Concordat Principle 4	Success measure	Responsibility	Deadline
3 (a) Investigate expansion of buddy/peer mentoring for new staff within EPS and AHSS.	Additional buddy/peer mentoring available in 3-4 additional EPS and AHSS schools.	Faculties, Schools, P&C	July 2021
<b>Updates December 2021</b>			
New faculty representatives/PDC investigating how to implement, the pandemic has hindered ability to organise.			

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
3.4 Continue production of data reports: to include destination data.	Annual report reviewed by CIRG.	CIRG/P&C	Ongoing – Sept 2018
<b>December 2019 update</b>			
<p>Updated reporting process using Microsoft Power BI. This is a live reporting process providing data and reports on:</p> <ul style="list-style-type: none"> <li>• Total numbers of research staff</li> <li>• Average years' service for contract research staff</li> <li>• Average number of contracts</li> <li>• Type of contract: permanent or fixed term</li> <li>• Type of contract: full-time or part-time</li> <li>• Gender</li> <li>• Learning &amp; Development activity attended (workshops)</li> </ul> <p>This data can be disaggregated by Faculty and can be filtered by specific time periods. Further data is accessible on reasons for leaving as recorded by research staff.</p>			

January 2020 Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
3 (b) Limited data is available on the destination of research staff leavers. During 2020-2021 further work will be undertaken to investigate processes to gather destination data.	To implement a process to gather destination data and have this data for 25% of research staff leavers.	P&C/CIRG	September 2021
<b>Updates December 2021</b>			
<p>3 (b) All staff who leave the University are asked to complete an exit survey, however response rate remains low. The PDC has created a LinkedIn group to keep in contact with researchers leaving Queen's. The introduction of mock interview support by the PDC enables some insight into the types of non-academic roles that postdocs are applying, which subsequently informs the career and learning &amp; development activities.</p>			

#### 4. Supporting Research Leaders/Principle Investigators (PIs)

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
2.6 Revise ERLP content and selection processes to best fit with new People & Culture Strategy.	Pilot programme to begin 2017-18.	P&C/R&E/Faculties	July 2018
2.7 Full delivery of programme in 2018-19.	20 recently appointed academic staff to participate in programme.	P&C/R&E/Faculties	July 2019
<b>December 2019 update</b>			
The new People & Culture Strategy, People First, includes a commitment to developing managers and leaders. This will be primarily achieved through the People Manager Essentials and Connected Leaders Programmes. It was therefore agreed that the objectives of the proposed Emerging Research Leaders Programme would be achieved through these programmes, which are currently available to staff.			

#### 5. Diversity and Equality

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
5.1 Continued engagement with SWAN champions.	University Swan Champion a member of CIRG. Collate SWAN actions relevant for research staff – learning and career development.	CIRG, P&C-Diversity & Inclusion, Queen's Gender Initiative	Ongoing – Sept 2018
<b>December 2019 update</b>			
SWAN representatives continue as members of CIRG. Queen's holds an institutional Silver Award (one of only 18 Universities in the UK to do so) and 14 departmental awards including two gold awards.			
January 2020 Action - Concordat Principle 4	Success measure	Responsibility	Deadline
5 (a) Continued engagement with SWAN champions.	University Swan Champion a member of CIRG. Collate SWAN actions relevant for research staff – learning and career development.	CIRG, P&C-Diversity & Inclusion, Queen's Gender Initiative	Ongoing – Sept 2020
<b>Updates December 2021</b>			
5 (a) Ongoing liaison between the researcher development support in OD and PDC and the Queen's Gender Initiative that coordinates the University's SWAN action plans. As example of initiatives, an entrepreneurship masterclass for women was organised Oct 2021.			
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
5.2 Staff required to complete unconscious bias training.	Annual completion monitoring: increase completion rate from 71% to 80%. Monitoring is of all staff, including research staff.	P&C	Ongoing-annual monitoring
<b>December 2019 update</b> 83% of all staff have completed the unconscious bias training.			

## 6. Institutional internal quality assurance and review

### January 2016 actions

Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
6.1 Concordat Implementation Review Group to co-ordinate external review before January 2020 (Deadline: December 2019).	Review consultation and reporting completed.	CIRG/P&C-OD/PVC Research & Postgraduates and Research & Enterprise	Dec 2019
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
6.2 Members of the CIRG to continue co-ordinating the collection and dissemination of good practice examples in relation to the management of research staff (Monitoring point – Dec 2018).	Faculties and schools contacted to provide examples, which then added to updated online list.	CIRG/Schools/Faculties	Ongoing – Dec 2018
<b>December 2019 update</b>			
Updated list of best practice examples added to be added to website ahead of review submission (January 2020).			

### Teaching

Action – Principles 3, 4 & 5	Success measure	Responsibility	Deadline
6.3 Provision of support for research staff to obtain HEA accreditation, e.g. associate fellow route, where appropriate.	This is a new initiative and precise numbers will only be available after the initiative has been launched. Number of staff accessing support to be monitored (update by July 2019).	Centre for Educational Development, Faculties and schools	July 2019
<b>December 2019 update</b>			
A new teaching and teaching support framework has been agreed, which relates to provision of teaching by research staff. <a href="https://home.qol.qub.ac.uk/University%20Documents/Staff%20Documents/Policies/Policy%20and%20Guidance%20on%20Teaching%20Support.pdf">https://home.qol.qub.ac.uk/University%20Documents/Staff%20Documents/Policies/Policy%20and%20Guidance%20on%20Teaching%20Support.pdf</a>			
Research staff can apply for HEA associate membership via the Queen’s Teaching Merit Awards. <a href="http://www.qub.ac.uk/directorates/AcademicStudentAffairs/CentreforEducationalDevelopment/CoursesEventsProfessionalRecognition/HEA/">http://www.qub.ac.uk/directorates/AcademicStudentAffairs/CentreforEducationalDevelopment/CoursesEventsProfessionalRecognition/HEA/</a>			

**Abbreviations:** **P&C - OD:** People and Culture - Organisational Development; **CIRG:** Concordat Implementation Review Group; **CROS:** Careers in Research Online Survey; **REF:** Research Excellence Framework; **R&E:** Research & Enterprise Directorate; **MHLS-PDC:** MHLS-Postdoctoral Development Centre; **PIRLS:** Principal Investigator and Research Leaders Survey; **SWAN:** Scientific Women’s Academic Network; **MHLS:** Faculty of Medicine, Health and Life Sciences; **AHSS:** Faculty of Arts, Humanities and Social Sciences; **EPS:** Faculty of Engineering and Physical Sciences