



**Concordat to Support the Career Development of Researchers**  
**HR Excellence in Research 6 Year Review**  
**Updated Implementation Action Plan: January 2018**

## **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.

<b>Actions: January 2016 and outcomes and evidence</b>	
<b>Updated status or actions: (January 2018)</b>	

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

## 1.0 Communication and consultation

Action – Concordat Principle 2	Outcome & evidence	Responsibility	
1.1 - 1.3 Continue attendance at Postdoc Forum meetings, 4 per year. Attend Directors of Research Forum annually to increase awareness of action plan and seek feedback in relation to career development for researchers (By July 2017)	All meetings facilitated by Research and Enterprise (R&E) and attended by Organisational Development team, previously (Staff Training and Development Unit/STDU)  Relevant Forum actions completed	HR and R&E	
The Postdoc Forum is an established staff engagement mechanism, which has resulted in a number of key developments for research staff, e.g. Group Mentoring Programme, Postdoc Showcase Conference and review of appraisal process.			
Postdoctoral Support website launched in April 2017, which provides information on the range of support provided for research staff, the postdoctoral forum and career development support for research staff. <a href="https://www.qub.ac.uk/Research/Support-for-researchers/PostdoctoralSupport/">https://www.qub.ac.uk/Research/Support-for-researchers/PostdoctoralSupport/</a>			
Ongoing consultation via Faculty and school-based research staff/postdoctoral societies, e.g. Faculty of Medicine, Health and Life Sciences and School of Electrical Engineering, Electronics and Computer Science.			
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, HR/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, HR/OD and CIRG	Ongoing - Sept 2018
1.3 Review content on Postdoctoral Support website	Content updated	R&E	Ongoing - Sept 2018

## Faculty-focused actions (also see actions 2.9, 2.16, 3.1 and 3.2)

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
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

Action –Concordat Principle 2, 7		Outcome & evidence	Responsibility
1.4 Implementation of actions arising from CROS/PIRLS 2015. Participate in CROS and PIRLS 2017, cross-reference to previous surveys to highlight areas of progress and where further action required. Success factor: increase response rates to 30%, which were 17% for CROS 2015 and 25% for PIRLS 2015(Deadline: December 2017).		Queen’s participated in CROS and PIRLS 2017. Summary reports produced (November 2017)  PIRLS 2017 response rate: 26% (national response rate PIRLS 2015: 25%) CROS 2017 response rate: 26% (national response rate CROS 2015: 28%)	HR – OD, CIRG and Schools
Action - Concordat Principle 2, 7	Success measure	Responsibility	Deadline
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	HR-OD, CIRG, Schools	October 2019

## 2. Researcher Learning and Development Programme

Action –Concordat Principle 2	Outcome & evidence	Responsibility	
2.1 Examine opportunities for more effective use of existing resources and allocation of additional resources as appropriate. Ensure core support is maintained for researcher development – HR, R&E. (Each financial year when agreeing budgets). Faculties are responsible for their own budgets – CIRG can raise the importance of the researcher agenda and action plan in order to alert Faculty PVCs (budget holders) Success factor: maintain central budget at current rate of £160K per annum and seek opportunities for additional strategic funding for the agreed Concordat implementation actions. (deadline July 2016)	Achieved: central HR budget maintained at approx. £160K per annum. R&E investment includes £40k per annum for Postdoc Forum related activities, e.g. Postdoc Showcase event etc.  Additional strategic funding related to Concordat implementation actions allocated at Faculty level in particular the business plan for the MHLS Postdoctoral Office.	<b>Responsibility</b> HR/Finance/Research & Enterprise &PVC Research, Enterprise and Postgraduate Affairs	
Action - Concordat Principle 2	Success measure	Responsibility	Deadline
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	HR, R&E, Faculties	July 2019
2.2 Additional support (currently facilitated via Careers Consultant post) to be reviewed July 2018	Support services currently provided by Careers Consultant maintained	HR-OD, R&E	August 2018

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
2.2 Researcher Learning and Development Programme: prioritisation	Align training and development provision with the Researcher Development Framework (RDF)	<b>HR Completed May 2011</b>	
2.3 To gain a fuller understanding of participation in training and development activity by research staff, future annual reports will be disaggregated by Faculty and School (deadline September 2016). Success factor: investigate and improve engagement by researchers in schools who are attending proportionally fewer researcher development events.	Annual report produced for 2015-16 (913 attendances) and 2016-17 (878 attendances). No significant issues or gaps identified. Schools with lowest participation rates identified with a view to establishing greater engagement.	HR/Faculties/Schools	
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.	HR-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.	HR-OD/CIRG	September 2018
2.5 Develop case studies/profiles to highlight staff experience of engagement in learning and career development programmes	Five case studies to be produced	HR-OD/CIRG	September 2019

Action – Concordat Principles 1, 3 & 4	Outcome & evidence	Responsibility	
<p>2.4 Develop/agree a new Emerging Research Leaders Programme (ERLP) outline.</p> <p>Delivery of ERLP pilot (deadline September 2016) and evaluate the ERLP. 20 academic staff to participate in the pilot programme (deadline January 2017)</p> <p>Future Leadership Excellence programmes to have a target of 50% academic leader participation, the next programme, Cohort 7, to complete by June 2017.</p>	<p>The ERLP programme has been developed in outline, but delivery postponed. It is intended that it will be delivered once the new HR People &amp; Culture Strategy is finalised. This strategy will have a focus on talent management and the ERLP fit with this Strategy will be reviewed before recruitment of participants. A steering group has been established to monitor delivery and agree participants.</p> <p>The Excellence Programme currently has a participation rate of 54% academic leaders and 46% professional support leaders. Cohort 8 was delivered June 2017 and Cohort 9 is scheduled between November 2017 and June 2018.</p>	<p>HR, Research &amp; Enterprise, in conjunction with Schools. University Research Committee to be consulted.</p>	
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	HR/R&E/Faculties	July 2018
2.7 Full delivery of programme in 2018-19	20 recently appointed academic staff to participate in programme	HR/R&E/Faculties	July 2019

Action –Concordat Principles 4	Outcome & evidence	Responsibility	
<p>2.5 The University’s Research Strategy 2015-2020 has emphasised the need for enhancement of mentoring for research staff. In light of this a number of staff development initiatives will be undertaken. This includes the delivery of Effective Mentoring workshops and support for schools wishing to establish a bespoke mentoring initiative (deadline July 2017).</p> <p>The University will pilot a Post-Doc Mentoring Scheme in 2016. This will involve early career academic staff, within 3 years of start date, mentoring research staff. This pilot will be reviewed and the benefits of a long-term scheme will be considered. Success factor: 15 mentoring pairing to participate in pilot (deadline September 2016)</p>	<p>Post-Doc Group Mentoring programme delivered in 2017-18. Feedback from mentees (40) and mentors (12) was positive, with a particular focus on career development for researchers within the group meetings. A further programme will be delivered in 2017-18. Three Effective Mentor workshops delivered</p>	<p>HR–STDU, Faculties and Schools</p>	
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/HR-OD	July 2018
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	HR-OD	March 2018

Action - Concordat Principle 1, 3 & 4	Success measure	Responsibility	Deadline
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/HR-OD/Faculties	On-going – annually revisions June – August each year
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.	HR-OD/CIRG	September 2019

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility
2.6 Enhancing Research Programme is not scheduled to be delivered in 2015-16, due to staffing issues. Deliver next programme in 2016-17. Success factor: 16 research staff to complete the programme (July 2016 confirm programme will commence, September 2017 to complete)	ERPP not delivered due to review of L&D priorities as part of HR reorganisation. Staff learning and development review will consider provision and facilitation of these types of programmes	HR and Careers Employability & Skills
See actions 2.4 & 2.5 above		

<p>2.7 Increase awareness and uptake of career development support</p> <p>The University has re-stated the need to support this provision and allocated resource to ensure dedicated careers expertise is available in partnership with Directorate of Academic and Student Affairs to provide service specifically for research staff that is not offered to any other group of staff – annual review and current commitment expected to remain in place through to 2018. Success factor: maintain attendance rates, approximately 80 staff per annum.</p>	<p>During 2016-17, 53 research staff attended central careers focused workshops. The number of workshops was reduced in 2016-17 as we reviewed programme with the appointment of a Careers Consultant (Researcher Development) in September 2017. This Consultant provides one to one support and workshops, for research students and staff, working across Graduate School and Organisational Development.</p> <p>A Postdoc Showcase Day (September 2017) was attended by 140 staff. Research Staff delivered presentation on their work and participated in meetings with a wide range of external employers who recruit researchers. It is intended that this will be an annual event.</p>	<p>HR and Careers Employability &amp; Skills</p>	
<p>The Faculty of Medicine Health and Life Sciences Post-Doc Society provided research staff with access to a range of careers focused workshops, e.g.</p> <ul style="list-style-type: none"> <li>• Annual postdoc symposium</li> <li>• Catalyst careers event</li> <li>• HEA workshops</li> <li>• Career development workshop (Dec 2015)</li> </ul> <p>This Faculty Post-Doc Society, brought together a number of school-based societies.</p> <p>The Centre for Experimental Medicine is piloting a Post-Doc Centre and delivered a number of workshops, e.g.</p> <ul style="list-style-type: none"> <li>• Working in Industry by GSK</li> <li>• CV clinic</li> <li>• A guide to fellowships</li> <li>• Clinical trials management</li> </ul> <p>Scientific writing and media careers</p>			
<p><b>Action - Concordat Principle 1, 3 &amp; 4</b></p>	<p><b>Success measure</b></p>	<p><b>Responsibility</b></p>	<p><b>Deadline</b></p>
<p>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</p>	<p>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.</p>	<p>Faculties/Schools/HR</p>	<p>September 2018</p>
<p>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.</p>	<p>Increase participation in workshops to 80 per annum</p>	<p>HR/CIRG/Faculties</p>	<p>July 2018</p>
<p>2.14 Professional development workshops under review to align with emerging People and Culture Strategy</p>	<p>New programme of workshops delivered in 2018, with inclusion of additional online blended provision</p>	<p>HR-OD/CIRG/Faculties</p>	<p>July 2018</p>



Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
2.8 Continue to work with the University’s Careers, Employability and Skills Unit and Employer Engagement Team to provide opportunities for research staff to meet with employers. An annual ‘Researchers Meet Employers’ event to be held. Similar events have previously been organised with the Graduate school. Success factor: 30 research staff to attend, with participants representative of research staff population (deadline: July 2017)	Post-doc showcase event held in September 2017. A central element in this event was ‘alternative’ careers, with a wide range of employers and ex-research staff attending networking events with 140 current staff.	HR-STDU, Employability, Careers & Skills, Research and Enterprise and Schools	
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/HR	November 2018
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	HR/DASA/Faculties	September 2019

2.17 Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
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.	HR-OD/Faculties	January 2019

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
<p>2.9 Engage with faculty and school based research staff societies about professional and career development. Encourage collaboration between these societies in the planning and organising of school-based development activity.</p> <p>Central Postdoctoral forum to meet 3 times a year. Monitor and support the continuation of existing school-based forums and report on actions arising for the central post-doctoral forum (annual update July 2016)</p>	<p>The Schools of Medicine, Dentistry and Biomedical Sciences, Biological Sciences and Pharmacy research staff societies have merged to create a Faculty of Medicine health and Life Sciences post-doc society. This has given a stronger voice and more cohesive input to Faculty based activity for research staff.</p> <p>Central Postdoc Forum meets 3 times per year, chaired by PVC Research &amp; Postgraduates, with Faculty senior management participation. This has generated a number of institution-wide initiatives to enhance postdoctoral culture e.g. appraisal review.</p>	HR–STDU, CIRG and Schools	
	MHLs Post-Doc Society has been central to the Faculty decision to provide funding for research staff to apply for Higher Education Academy recognition at Associate Fellow level	Faculty of MHLs	
Ongoing consultation with Faculty and school-based researcher societies and forums, i.e. Faculty of Medicine Health and Life Sciences Postdoc Society and School of Electrical Engineering, Electronic and Computer Sciences Research Society. Meetings held in October-November 2017 to consult on current review.			
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
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 to attend at least 2 meetings per year.	R&E/Faculties/PVC Research & Postgraduates	Ongoing annual
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
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/HR-OD	July 2019

### 3. Researcher personal and career development processes

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
<p>3.1 Concordat Implementation Review Group to review the implementation of mandatory central induction with Personnel and Schools (deadline July 2016)</p> <p>Concordat Implementation Review Group to collate resources for school-based induction programmes (deadline February 2017)</p>	<p>CIRG has discussed this proposal, and recognised as part of the staff survey recommendations.</p>	<p>Schools, HR-Personnel and HR-STDU CIRG</p>	
Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
<p>3.2 Induction booklet to be forwarded to all research staff, within email forwarded to all new staff, agree with Personnel (July 2016)</p> <p>Also included will be an invite to central Induction for Research Staff event, which is held three times a year (July 2016)</p> <p>As part of a recent restructuring the University has enhanced the professional services provided directly by faculty based teams. A future action will be to ensure these faculty based teams are updated on the Concordat action plan and the need for locally based induction information and support for new research staff. (deadline September 2016)</p>	<p>All new staff now receiving the Induction booklet.</p> <p>Meetings held with Faculty-based team leads.</p>	<p>Schools, HR STDU, HR Personnel, HR EOU</p>	
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
<p>3.1 Planned future actions in relation to induction.</p> <p>Planned improvements regarding:</p> <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, HR team (central induction) and HR Business Partners to support induction is clear in guidance.</li> </ul>	<p>Provide updated resources, i.e. induction checklists and other downloadable information, via website.</p> <p>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.</p> <p>Increase attendance at central induction event to 60% of all new research staff.</p>	<p>HR, Faculties, Schools</p>	<p>July 2019</p>
<p>3.2 Faculties to review provision of induction programmes for research staff</p>	<p>Actions agreed and Faculty level induction process and information available</p>	<p>Faculties</p>	<p>September 2018</p>
<p>3.3 Enhance school-based induction support for research staff</p>	<p>Schools to review and enhance induction programmes for research staff</p>	<p>Faculties/Schools</p>	<p>September 2018</p>

Action –Concordat Principles 3 & 4	Outcome & evidence		Responsibility
3.3 Researcher personal and career development processes: induction	3.3 Annual monitoring of attendance at central induction and completion of school-based induction		Schools <b>Completed</b>
<p>3.4 Develop this dataset in collaboration with Personnel Department and Information Services (deadline September 2016)</p> <p>In 2013-14, 95% of staff completed appraisal.</p> <p>Having access to a range of data on research staff has been identified as a key requirement for the CIRG. As a consequence, it has been agreed to create a dataset on a number of key indicators of research staff progression within the University. The key indicators to be provided are listed below:</p> <ol style="list-style-type: none"> <li>1. Average career length at Queen’s</li> <li>2. Research staff turnover as % of all research staff</li> <li>3. Average number of contracts undertaken by individual researchers</li> <li>4. Progress between AC staff grades</li> <li>5. Destinations</li> <li>6. Publication rates for staff (averages)</li> <li>7. Funding raised (averages)</li> <li>8. Training provision</li> <li>9. Course evaluations</li> </ol> <p>This project will be undertaken by HR, Information Services and Research &amp; Enterprise, with the aim of making this data available via an online reporting system (deadline September 2016)</p>	<p>Reports available and reviewed by CIRG, to be produced on annual basis and reviewed by CIRG</p>		<p>HR, R&amp;E, Information Services</p>
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/HR	Ongoing – Sept 2018

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility
3.5 The new Emerging Research Leaders Programme will include support and advice for new PIs on people management skills, including holding appraisal and associated conversations with staff. Success factor: 20 academic staff to participate (deadline September 2016).	As noted above in 2.4. The ERLP programme has been developed in outline, but delivery postponed. It is intended that it will be delivered once the new HR People & Culture Strategy is finalised. This strategy will have a focus on talent management and the ERLP fit with this Strategy will be reviewed before recruitment of participants. A steering group has been established to monitor delivery and agree participants.	HR-OD/HR/CIRG
3.6 Updated guidance notes on research staff appraisal to be added to download site for appraisal forms	<b>Completed:</b> see link below	HR–Personnel
<a href="http://www.qub.ac.uk/directorates/HumanResources/MoreDetails/EmploymentPractices/Appraisal/SupportingInformation/GuidelinesforPostdoctoralStaff/">http://www.qub.ac.uk/directorates/HumanResources/MoreDetails/EmploymentPractices/Appraisal/SupportingInformation/GuidelinesforPostdoctoralStaff/</a>		

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility
3.7 Further data on the destinations of research staff leaving the university has been identified via the HESA returns. These will be monitored annually and will be included in the data project outlined above in 3.4 (reporting deadline: September each year for discussion at CIRG meetings) School of Pharmacy model of collection of research staff destinations to be promoted to schools (October 2016)	Leavers are now asked if they would be willing to share information on their next employer. Any responses on this gathered will be available on an anonymous basis to see the type of ‘next employment destination’ outside Queen’s.	CIRG, HR–Personnel and Schools

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

##### January 2016 actions

Action –Concordat Principles 3 & 4	Outcome & evidence		Responsibility	
4.1 The development of people management skills training is a key element in the new Emerging Research Leaders Programme, which comprises 6 sessions with one session focusing on mentoring and coaching researchers and managing and leading researchers. These sessions will include significant input by experienced research leaders. (deadline September 2016)	As noted above in 2.4, The ERLP programme has been developed in outline, but delivery postponed. It is intended that it will be delivered once the new HR People & Culture Strategy is finalised. This strategy will have a focus on talent management and the ERLP fit with this Strategy will be reviewed before recruitment of participants. A steering group has been established to monitor delivery and agree participants.		HR–STDU, CIRG, Faculties and Schools	
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline	
See actions 2.4 & 2.5 above				

Action –Concordat Principles 3 & 4	Outcome & evidence		Responsibility	
4.3 Participate in PIRLS 2017, cross-reference to previous survey to highlight areas of progress and where further action required. Success factor: increase response rate from 25% (2015) to 30% (2017) (December 2017).	See above comments on PIRLS survey Queen’s participated in PIRLS 2017 – actions agreed		HR-STDU, PVC Research, Enterprise and Postgraduate Affairs and Schools	
See action 1.6 above				

## 5. Diversity and Equality

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
5.1 Continue engagement with SWAN champions (monitoring point: January 2017)		CIRG, HR, Queen’s Gender Initiative	
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, HR-Diversity & Inclusion, Queen’s Gender Initiative	Ongoing – Sept 2018

### January 2016 actions

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
5.2 Aligned to the Institutional commitments to “SWAN” recognition action plan, Unconscious Bias awareness raising workshops will be offered to all Senior Management Team members by July 2016. Additional awareness raising workshops on Unconscious Bias will also be available to faculty management teams and an online package will be implemented during 2016-17 academic year.	Unconscious bias training delivered for Senior Managers by July 2016.  Continued engagement with Swan champions All staff required to complete online unconscious bias training. Online module launched March 2017. To date, 2501 staff have completed the mandatory unconscious bias training.	HR; CIRG	
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.	HR	Ongoing-annual monitoring

## 6. Institutional internal quality assurance and review

### January 2016 actions

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
6.1 Institutional internal quality assurance and review	6.1 Contract Research Staff Development Working Group to act as an engagement and advisory group on Concordat implementation	CRSDWG, HR <b>Completed</b>	
6.2 Concordat Implementation Review Group to co-ordinate internal review before January 2018 (Deadline: December 2017).	HR-OD and CIRG co-ordinating 2018 internal review	Concordat Working Group, HR, PVC Research & Postgraduates & Research and Enterprise	
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/HR-OD/PVC Research & Postgraduates and Research & Enterprise	Dec 2019

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
6.3 Incorporate CROS actions (above) into overall review process and monitor changes over time A number of recommendations were included in the report, these will be discussed at CIRG and if agreed, will be incorporated into the ongoing implementation of the Concordat. Success factor: agree institutional actions with Senior Management (Deadline: July 2016).	CROS 2015 results reported to CIRG. Recommendations agreed and included in annual discussions for HR Excellence Review.  Majority of recommendations have been implemented. Further actions to be addressed as part of Staff Survey action plans.	CIRG, HR-STDU	
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
See action 1.6 above			

Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
6.4 Post-doctoral Forum to meet 4 times per year. STDU to continue to deliver the Collaborative Researcher ( 40 staff to attend per annum) course and organise researcher networking events (2 per year: monitoring point July 2017)	56 research staff attended the Collaborative Researcher workshops between 2015-2017, with a further 50+ research students also included in these sessions.	R&E, HR-STDU	
Action - Concordat Principle 3 & 4	Success measure	Responsibility	Deadline
See action 2.13 above			



Action –Concordat Principles 3 & 4	Outcome & evidence	Responsibility	
6.5 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 – July 2017)	Faculties and schools forwarded additional examples of best practice as part of the internal review. These have will be/have been added to online examples.	CIRG/Schools/Faculties	
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

## 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

**Abbreviations:** HR-OD: Organisational Development; HR-STDU: Staff Training and Development Unit, CIRG: Concordat Implementation Review Group, CROS – Careers in Research Online Survey, REF – Research Excellence Framework, R&E: Research & Enterprise Directorate, PIRLS: Principal Investigator and Research Leaders Survey, SWAN: Scientific Women’s Academic Network