

## Action Plan (Concordat Implementation Strategy) 2018-2020

The Action Plan builds upon our previous action plans from 2012, 2014 and 2016. These plans can be found at:

<https://www.ljmu.ac.uk/about-us/structure/professional-services/research-and-innovation-services/concordat>

CONCORDAT PRINCIPLE(S)	PROPOSED ACTION	LEAD/s	TIMESCALE	SUCCESS MEASURE/S
A. Recruitment & Selection				
Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research				
1	<b>The current People and Organisational Development (P&amp;OD; see glossary on page 5) Strategy (2017-22) asserts a core aim to ensure processes for recruitment, induction and the on-going development of staff reflect the highest possible standards.</b>			
	1) Complete a full-cycle of monitoring of the effectiveness of the three-year probation, induction and transition system for academics who are new to higher education that was introduced in September 2016, and evaluate participant satisfaction. Since implementation, 130 academic members of staff have commenced this process out of 208 academic starters (it is only a requirement to undertake the induction process if this is your first job in academia). Over the last two years 54% of probation reviews have been completed on time and over 99% of new starters hires have passed their probations period.  NB: the above monitoring and evaluation relates to the induction of permanent academic staff. There is a parallel induction process for newly appointed contract researchers that is implemented at a local (faculty/school) level.	P&OD	By October 2019	This ongoing activity will establish baseline measures whereupon measures of success will be defined. These are likely to include: staff engagement in the full 3-year process; numbers completing probation review on-time; % completing probation review; positive responses on the effectiveness of the new programme and participant satisfaction.
B. Recognition & 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				

2	<p><b>The current P&amp;OD Strategy (2017-22) asserts a core aim for the University to have a positive performance culture driven by open, well-defined and consistently applied policies for recognition, reward and performance management. A revised appraisal scheme is to be implemented during this Action Plan period.</b></p>			
<p>2) To monitor and evaluate both the implementation process and impact of the University-wide roll-out of the new workload allocation model (WAM), specifically in relation to the process of designating a time allowance for staff with significant responsibility for undertaking research. NB the WAM applies to academic 'teaching &amp; research' and 'teaching-only' staff and not contract researchers).</p> <p>The process for assigning time allowances for staff to undertake research is undertaken annually (March-May) to inform WAM allocations for the following academic year. Allocations were assigned to 56% of eligible academic staff in 2018/19. The data are further examined in terms of the equality impact assessment (EIA) of introducing this process and LJMU's Athena SWAN Working Group oversees and manages actions arising from the EIA.</p> <p>The University requires consistent and transparent application of the process and each faculty will agree and work to formal terms of reference.</p>	RIS with PVC-R	By September 2020	The proportion of staff with significant responsibility for undertaking research to increase to 60% (from 56%) by September 2020.	
<p>3) L&amp;DF in conjunction with T&amp;LA is preparing to roll-out an Academic Leadership Development Programme for Programme/Subject Leaders. The CTG wishes to ensure breadth in its scope and content to include the importance and significance of the Programme/Subject Leader role in supporting research and research career development.</p> <p>NB whilst this development programme is for academic staff only, contract researchers are intended beneficiaries as support for</p>	L&DF T&LA	By September 2020	<p>A 10% increase in the proportion of academic and research staff agreeing that their training, learning or development has helped them to do their job more effectively (57% in 2017).</p> <p>Increased researcher engagement with development activities,</p>	

	research career development cascades line management structures			specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%).
	<p>4) All five faculties to have developed (LBS, EHC) or updated (APSS, FET, SCI) their researcher induction handbook that is routinely supplied to all new starters. Handbooks highlight areas such as institutional and local research strategy, the individual's role within that strategy, support and career development opportunities including appraisal. Handbooks advocate for engagement with CROS and PIRLS and set-out the University's commitment to the Principles of the Concordat to Support the Career Development of Researchers.</p> <p>NB Handbooks are for all staff i.e. contract researchers and academic staff</p>	AD-R's	Review September 2019	<p>Increased researcher engagement with development activities, specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%).</p> <p>Completion rate for CROS to meet the sector benchmark (24% in 2017).</p> <p>Completion rate for PIRLS to meet the sector benchmark (21% in 2017)</p>
<p>C. Support &amp; Career Development</p> <p>Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment</p> <p>Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career</p>				
3 & 4	<b>To guarantee institutional provision supporting researcher development across all career stages, in-line with the University's core strategic aims and P&amp;OD Strategy 2017-2022.</b>			
	<p>5) Provision for PGRs:</p> <ul style="list-style-type: none"> <li>▪ Deliver, evaluate and review the Researcher Development Programme run through the Doctoral Academy</li> <li>▪ Engage PGRs with PRES in 2019 and develop an associated action plan</li> </ul>	DA	By October 2019	Sustain PGR engagement with DA RDP at a level comparable with 2016/17. The 2016/17 data (92 events, 1,343 attendees) represented significant growth on 2015/16.

			PRES to run Spring 2019	Completion rate for PRES to match or exceed 2017 response (61%).
6) Provision for academic staff (including contract researchers, early to mid-career):	RIS CF	Review January 2019		Increased researcher engagement with development activities, specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%).
<ul style="list-style-type: none"> <li>▪ Deliver, evaluate and review the ACTivator programme run through Research &amp; Innovation Services</li> <li>▪ Engage staff with CROS in 2019 and develop an associated action plan</li> </ul>			CROS to run Spring 2019	Completion rate for CROS to meet the sector benchmark (24% in 2017).
7) Provision for future research leaders (including post-doctoral contract researchers):	L&DF RIS CF	Review September 2019		A minimum of one cohort annually to complete the 'Research Team Leadership programme'.
<ul style="list-style-type: none"> <li>▪ Deliver, evaluate and review leadership development provision for future research leaders</li> <li>▪ Engage staff with PIRLS in 2019 and develop an associated action plan</li> </ul>			PIRLS to run Spring 2019	Completion rate for PIRLS to meet the sector benchmark (21% in 2017).
8) Continue to run the University's annual Research & Innovation showcase event:	RIS CF	Review May 2019 and May 2020		Increase researcher participation up from 12% staff to 25%.
<ul style="list-style-type: none"> <li>▪ Grow participation (internal, including contract researchers, and external)</li> <li>▪ Re-design the format and content to facilitate an increased emphasis on learning/development outcomes</li> <li>▪ Involve the Concordat Forum in the design, planning and running of the event</li> <li>▪ Establish robust measures to evaluate outcomes and satisfaction</li> </ul>				

	<p>9) To grow the involvement of research leaders in mentoring. Implement a competitive application process in 2018 and 2019 designed to support less experienced researchers realise their potential to become independent researchers.</p> <p>Outcomes for mentees include enhancements to research output quality profiles, and mentee conversion to being in receipt of a time allowance for research in the workload allocation model.</p> <p>NB This scheme is currently open to academic members of staff only. Contract researchers are assigned a mentor (who is not their line manager), as part of the local induction process (Action 1 above).</p>	PVC-R RIS L&DF	Review September 2019 and September 2020	<p>A minimum of 20 mentor-mentee relationships supported annually in 2018/19 and 2019/20.</p> <p>The proportion of staff with significant responsibility for undertaking research to increase to 60% (from 56%) by September 2020.</p> <p>Increase academic staff participation in the Institute of Leadership and Management Coaching and Mentoring skills programme by 30% in 2018/19 (12 in 2017/18).</p>
<p>D. Researchers' Responsibility</p> <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>				
5	<p><b>All stakeholders named in this Action Plan have a responsibility to raise awareness of the work of the Concordat Task Group and the Concordat Forum and promote their activities to researchers right across the University.</b></p>			
	<p>10) Design and launch Concordat update and information sessions for delivery within the RDP, ACTivator programme, SRAs, SDF. Such advocacy is essential to raise awareness amongst PGR and academic communities and ensure maximal engagement with relevant surveys (CROS, PIRLS, PRES).</p> <p>NB This activity involves and affects both academic staff and contract researchers.</p>	CF	By September 2019	<p>Annual update to two fora as minimum.</p> <p>Researcher awareness of the Concordat to Support the Career Development of Researchers to exceed the sector benchmarks as measured by CROS (15%).</p>
	<p>11) Translate the desire of the Concordat Forum to create faculty Staff Research Associations (SRA) into real and engaged entities,</p>	CF	By August 2019	<p>SRA's established in two faculties in 2018/19.</p>

	<p>with designated academic leaders who are supported by leadership development professionals. The first SRA's will be created in the 2018/19 academic year (SCI and EHC likely) and researcher attendance at SRA events will be tracked to set baseline engagement figures.</p> <p>NB This activity involves and affects both academic staff and contract researchers.</p>			All SRA leaders engage with leadership development programmes (100% uptake).
<p>E. Equality &amp; Diversity</p> <p>Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers</p>				
6	<p><b>LJMU aims to be an exemplar of good practice in equality and diversity; the actions aligned to our P&amp;OD Strategy are underpinned by Equality, Diversity and Inclusivity to create a University where each person is respected equally and where diversity is embraced</b></p>			
	<p>12) Pursue accreditation for Athena SWAN for all University schools/departments, with all STEMM departments to submit for an award by April 2020. NB This action is owned by LJMU's Athena SWAN Working Group but with direct input from P&amp;OD, L&amp;DF and RIS.</p> <p>NB This activity involves and affects both academic staff and contract researchers.</p>	<p>EDI PVC-R</p>	<p>By April 2020</p>	<p>Submission by all eight of LJMU's STEMM areas and at least three non-STEMM Schools/departments by April 2020</p>
	<p>13) Continue to analyse equal opportunities data considered by POD and the Professors and Readers Conferment Panel (most recently July 2017). The success measure in our 2016-18 Action Plan was to take remedial action if the proportion of applications for Professor and Reader conferment from women dropped below 33% (of the total number of applicants). However, we now monitor the data in terms of the proportion of applicants from the respective eligible pool of staff.</p>	<p>EDI</p>	<p>Review July 2019</p>	<p>Take remedial action if the proportion of eligible candidates applying for Professorial promotion falls below 6% (males and females).</p> <p>Take remedial action if the proportion of eligible candidates applying for Readership promotion falls below 3% for female staff and 6% for males.</p>

	NB The conferment criteria do not exclude applications from contract research staff although applications from these researchers are uncommon.			
<b>F. Implementation &amp; Review</b> 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				
7	<b>The University signals its commitment to continue to support the career development of researchers through the Concordat and to participate in sector-wide surveys (PRES, CROS, PIRLS)</b>			
	14) Provide regular updates to the URSKTC and the Strategy Delivery Forum on the progress of staff-related matters including all researcher development activities and action plans. Content is to include longitudinal and sector comparisons of survey results, collating perspectives from all researchers (PGR, contract research staff, academic staff) e.g. CROS, PRES, PIRLS. CTG Annual Report to be presented to URSKTC.	RIS DA	Review September 2019.	URSKTC approval of CTG annual report.
	15) Conduct an annual review of ACTivator and Researcher Development support. Align and grow support activities to reflect researcher needs (contract researchers and academic staff).	DA RIS	By October 2018 (DA) By January 2019 (RIS)	Increased researcher engagement with development activities, specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%).  Sustain PGR engagement with DA RDP at a level comparable with 2016/17. The 2016/17 data (92 events, 1,343 attendees)

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This implementation plan has been overseen by the Concordat Task Group (CTG). This group comprises: the PVC-RSKT (Chair), three research community representatives, one of whom is a postgraduate research student, the five faculty Associate Deans for Research (AD-R), the Director of P&OD, the Dean of the Doctoral Academy, the Head of Research Excellence and Research Strategy, and the Head of the Leadership & Development Foundation. Reports and actions from the CTG are reported to URSKT Committee. Reports and actions will be referred to other relevant University committees when necessary (such as Academic Board and the Equality and Diversity Strategy Group).

The University is committed, through its action plan and related activity, to creating a positive, supportive and career-enhancing environment for its research staff. A Concordat Forum, comprising researchers across the University including ECRs, Professors and Readers, debates, comments and makes suggestions to the Concordat Task Group.

### **Glossary**

ACTivator	Attitude & Capability Toolkit: impact, value & assets of researchers
AD-Rs	Associate Dean for Research
APSS	Faculty of Arts, Professional and Social Studies
CF	Concordat Forum
CROS	Careers in Research Online Survey
CTG	Concordat Task Group
DA	Doctoral Academy
EDI	Equality, Diversity & Inclusion Team
EHC	Faculty of Education, Health & Community
FET	Faculty of Engineering & Technology
FRSKTC	Faculty Research Scholarship & Knowledge Transfer Committee
ILM	Institute of Leadership and Management
L&DF	Leadership & Development Foundation
LBS	Liverpool Business School
LS	Library Services
PDPR	Personal Development and Performance Review



P&OD	People and Organisational Development
PGRs	Postgraduate Researchers
PIRLS	Principal Investigators & Researcher Leaders Survey
PRES	Postgraduate Research Experience Survey
PVC-R	Pro-Vice Chancellor for Research, Scholarship & Knowledge Transfer
RDP	Researcher Development Programme (Doctoral Academy)
RIS	Research and Innovation Services
SCI	Faculty of Science
SRA	Staff Research Associations
URSKTC	University Research, Scholarship & Knowledge Transfer Committee