

**LJMU Research Concordat Revised
Implementation Plan (2014-16)
with updated actions August 2016**

Actions (2012-2014)	Progress up to May 2014	Further Actions (2014-16)	Lead	By When	Progress as at August 2016	Relevant Concordat Principles
Aim 1: Improve communication and raise institutional awareness of University's strategic aims, external policies and initiatives to support researchers (e.g. Concordat; Researcher Development Framework, UK Vitae)						
<p>1.1. Deploy a University-wide approach to local induction, and promote the new University Strategic Plan (2012-17), via University research bulletin; staff magazine and training/networking events</p> <p>1.2. Develop a researcher induction programme / guide for use at School/Faculty level highlighting areas such as institutional, local research strategy, the</p>	<p>Researcher induction programme in place at institutional level, delivered by RIS and others. Annual calendar of events held at each campus (5 events in academic year 2013-14). Strategic plan for research forms part of induction.</p> <p>Research development framework introduced as part of induction. Also promoted via Corporate Communications (e.g., news items on individual ECRs).</p> <p>Research information and researcher development signposted and research information on RIS webpages (ongoing).</p> <p>Identified as key issue as part of action plan to inform Higher Education</p>	<p>Complete audit of local and faculty induction provision, with consultation of the stakeholder groups on current induction practice</p> <p>Integrate induction attendance into the staff probationary review.</p> <p>Routinely update induction content based on feedback and internal / external activities etc.</p> <p>University ECR fund renewed for 2014-15. Main focus will be on a combination of external mentorship and training and development (in line with the RDF).</p>	<p>RIS</p> <p>HR</p> <p>RIS, Library Services & Finance</p> <p>RIS</p>	<p>Dec 2014</p> <p>Sept 2014</p> <p>Ongoing*</p> <p>Ongoing*</p>	<p>Although some local good practice has been shared by CTG members, a formal review/audit of induction provision and practice across LJMU has not been undertaken.</p> <p>A new structured 3-year probation, induction and transition system for new early career academic staff is to be rolled-out across the University from September 2016.</p> <p>Workshop format revised ahead of delivery in 2014/15 and again in January 2016</p> <p>The Fellowship fund ran successfully in 2014-15 and 2015-16, supporting 14 and 9 academic staff in each year respectively.</p>	<p>1, 3, 2 and 5</p>

<p>individuals role within that strategy, support and career development opportunities including appraisal</p> <p>1.3. Update Research & Innovation Services WebPages</p>	<p>Review (QAA) visit.</p> <p>New post of Research Development Officer appointed (4-2014) to develop research development programme for ECRs and PGRs</p> <p>RDF embedded into the University ECR Fellowships scheme.</p> <p>Conducted Staff Forum meetings to report on Staff Survey findings, share institutional plans and gather feedback on further developments</p>	<p>Support for Faculty / School / Research Institute Magazines</p> <p>Subscribe and introduce the RDF planner to a cohort of 50 ECR and PGRs.</p> <p>Explore ways of introducing a university-wide research staff profile database, possibly via Symplectic, social media and informed by the PDPR process</p>	<p>RIS</p> <p>RIS (GS)</p> <p>RIS</p>	<p>Ongoing*</p> <p>Jan 2015</p> <p>Jan 2015</p>	<p>The CTG has supported the production of these although provision is quite scattered across the University.</p> <p>The Graduate School has a subscription to the RDF planner but this has not been rolled-out to 50 users as a consequence of staff changes and prolonged vacancies.</p> <p>In 2015, the University introduced a new website with academic staff profiles populated from the institutional research information system. The functionality within the system itself allows users to search for and view the academic profile of LJMU staff, search by area of expertise/ discipline/ keyword.</p>		
	<p>Aim 2: Support research staff career development through enhanced, effective and consistent engagement with University's personal development and performance review (PDPR)</p>						
	<p>2.1. Conduct a University-wide audit of existing PDPR practice</p>	<p>Stakeholder meeting held on 30/05/2014 to identify PDPR issues.</p>	<p>Complete audit of local (school and faculty) PDPR provision</p>	<p>HR</p>	<p>Dec 2014</p> <p>Autumn/Wi</p>	<p>Achieved. Following review, the PDPR scheme was re-launched in 2015 in which</p>	<p>3,4 and 5</p>

and experience	Annual audit of PDPR undertaken by HR	Review outcome of PDPR pilot and take appropriate action	HR	nter 2014-15	'research and scholarship' is a key performance objective and research outputs can be reported. The process is subject to ongoing review with input from an academic stakeholder group.	
2.2 Qualitative study to evaluate research staff experience of PDPR	Pilot of new Academic PDPR scheme underway in several Schools (2013-14)	Incorporate findings from Stakeholder groups into action plan.	RIS	Early 2015		
2.3 Develop bespoke training for staff conducting PDPRs with research-active staff	Conducted Staff Forum meetings to report on Staff Survey findings, share institutional plans and gather feedback on further developments, including PDPR	Review pilot of new PDPR Form, and explore ways of incorporating findings from Stakeholder groups	RIS	Early 2015		
Aim 3: Improve consultation (with research staff), and establish a more comprehensive understanding of the professional development needs of research staff						
3.1. Map research staff developmental provision to UK Vitae Researcher Development Framework	Careers in Research Online Survey (CROS) undertaken in 2013. Report discussed at University Research & Scholarship Committee and at Faculty R&S Committees in 2013-14	Audit of researchers' needs to be conducted and mapped against the RDF	RIS	Dec 2014	Not fully completed (as a consequence of staff changes and prolonged vacancies). However, a pilot PGR Supervisory Meeting Record that includes Training Needs has been completed in four Schools, one in each Faculty during 2015.	2, 3, 4 & 5
3.2. Institutional level engagement with CROS	New post of Research Development Officer appointed (4-2014) to develop regular consultation processes with ECRs and PGRs to inform Research Development programme	Develop a programme of support for the RDF planner cohort 2015-16, in consultation with stakeholders	RIS	Dec 2014		
3.3. Identify developmental needs through CROS & PDPR		Evaluate the RDF support	RIS	Jan 2016		
3.4. Public						

engagement activities have been supported via External Research Café	<p>Conducted Staff Forums to report on Staff Survey findings, share institutional plans and gather feedback on further developments, including PDRP.</p> <p>Mapped research staff developmental provision to UK Vitae Researcher Development Framework</p>	<p>programme and usage of the RDF planner. (2015-16)</p> <p>As provision develops, update mapping of research staff developmental provision to UK Vitae Researcher Development Framework</p>	RIS	Ongoing*	<p>vacancies.</p> <p>The Graduate School's Researcher Development Programme is already mapped to RDP. In RIS, a new programme of workshops, the 'ACTivator programme' is being rolled-out 2015-16 and is in the process of being mapped to the RDP.</p>	
		<p>Further develop external engagement activities and opportunities for researchers with corporate charities</p>	RIS	Ongoing*	<p>The CTG has not coordinated opportunities for researchers to link with corporate charities as a consequence of staff changes. However the University encourages collaboration with industrial, commercial, professional, or research establishments for the purposes of research leading to research degree awards and other research outputs. A dedicated ACTivator workshop runs to equip researchers with the skills to confidently</p>	

					engage with external stakeholders.	
Aim 4: Improve internal communication and networking opportunities for research staff						
4.1 Support establishment of a Research Staff Association and Networks	<p>University-wide Research Café series of 'Café Scientifique' style events held monthly around the University. These have a special focus on PGRs and ECRs.</p> <p>Local network established in one, largely practice-orientated, Faculty for staff undertaking PhD by published work.</p>	<p>Continue with Research Café programme.</p>	RIS Library Services	Dec 2014	The LJMU Research Café programme is well-embedded within the University events calendar.	3, 4 and 5
		<p>Consideration is being given to a 'Research Week/Festival' for 2014-15 to further promote research activity and development opportunities across the University.</p>	RIS & Faculty Associate Deans for Research and Scholarship	Sept 2014 – June 2015	'Research Week' successfully celebrated in June 2015 and June 2016.	
		<p>Stakeholder meetings to be held with a view to developing networks at local level for staff (e.g., expand network for staff undertaking PhD by published work into 2 other faculties).</p>	HR/RIS	March 2015	An institutional review of the structure of the PhD by Publication award and the provision of support systems around it will be conducted 2016-17 led by the Dean of the Graduate School. As such this Stakeholder initiative has not progressed further than identifying members of a potential Stakeholder group comprising staff undertaking or wishing to undertake a PhD by	

		Consult with Stakeholder groups on the value and use of Social media to support communication and networking	HR/RIS	Feb 2015	published work. Stakeholder group consultation not progressed due to staff changes and prolonged vacancies. However, skills development sessions on the value and use of social media have been publicised via the Researcher Development E-digest; Researcher Support DVDs have been uploaded on to the Network.	
		Introduce Virtual attendance at events (for example, the Research Cafés) to be piloted and evaluated	RIS & Library Services	Sept 2015	Not progressed due to staff changes/vacancies.	
Aim 5: Ensure procedures and technical criteria for the conferment of Readers/Professors is objective and free of bias						
5.1. Conduct equality impact assessment	Annual review of policy and procedures undertaken. Analysis of equal opportunities data considered by HR and the Professors and Readers Conferment Panel (most recently Feb-2014). Equality impact				Key changes were introduced for the 2015 conferment process, including rebalancing the gender membership to 50/50; clarification of areas under which colleagues can apply; clarity on Professional/Support	6

	assessment conducted for institutional REF2014 submission at Faculty and School level.				Services applications and a more structured assessment process. Achieved.	
Aim 6: Build on current recognition of equality and diversity (in relation to female staff) and establish a better understanding of the under-representation of female professors within the University						
6.1. Achieve Bronze level membership of Athena SWAN Charter Implement recommendations made in the LJMU Equality Survey – Professoriate (2010) 6.2. Improve communication of work-life balance initiatives through the Human Resources WebPages 6.3. Implement role of senior mentors to provide support and guidance to female researchers 6.4. Improve communication of the Professorial Pay Enhancement Panel and the senior mentor scheme	Institutional submission to Athena SWAN for Bronze membership made in April 2014. Championed, coordinated and invested in 8 women researchers (as pilot cohort) for the LFHE Aurora Leadership Development initiative. Mentoring development and Media Training additional workshops planned. Faculty mentors identified University adopted the Professors and Readers Conferment process and the Professorial Pay Enhancement process of consideration of the personal circumstances of	Promote and support opportunities for school-level submission for Silver membership. Annual analysis of equal opportunities data considered by HR and the Professors and Readers Conferment Panel. One participant has been shortlisted for a Readership Continue to fund cohorts of researchers to participate in the Aurora leadership development initiative	School Directors/ HoD HR/RIS Strategic Delivery Forum	2015 onwards July 2015 Once dates for Aurora LD 2015 have been released	Ongoing activity and support provided by the University Athena Swan working-group, Chaired by Pro-Vice Chancellor (Research). Achieved and ongoing on an annual basis. Achieved and ongoing support secured.	6

through Faculty road-shows	individual staff (in line with those introduced by HEFCE for REF2014). Women Professors Network established (May 2014). Development funding made available to support CDP activity	Women Professors Network to consider communication strategy to junior women researchers	Chair of Network	Next network meeting 18 June 2014	Women Professors Network held 3 focus groups in 2015/16 to identify issues and actions and provide mentorship for Aurora participants.	
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*As a live document, all of the outgoing actions will be reviewed quarterly, and hence new actions will be added during the 2 year period.