

| New Actions from January 2017-January 2019 |  |  |  |   |
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| Related Concordat Clause                   | Action Description   | Lead   | Additional Comments  | Success Criteria and Timescale  |
| 1.1 – 1.4                                  | Enhancement of the Recruitment and Selection Policy to embed Ulster’s values outlined in the Five & Fifty Strategy. Work has commenced to develop methodologies to embed these values. | Human Resources People & Culture<br><br>Led by Deputy Director, HR   | It is University practice that all HR Policies are reviewed on a regular basis to maintain a consistently high standard of delivery.   | Review to be completed by April 2018.<br><br>Revised documentation, to include guidance on embedding values, to be developed and in use by 1 July 2018.   |
| 2.1, 5.4, 5.5                              | Further implementation and uptake of Ulster’s new Professional Researcher Development Curriculum across all constituent groups of research staff.                                      | Ulster Doctoral College<br><br>Led by Dean of Postgraduate Research and Doctoral Programme Manager (for PhD researchers) | Ulster’s PRDC aligns to VITAE’s Researcher Development Framework. For Doctoral College students we will offer the Researcher Development Programme in line with the Vitae framework.<br><br>Doctoral candidates and Contract Research Staff will be actively encouraged and supported to complete a personal skills audit in order to develop an individualised development plan.<br><br>They will have access to the Researcher Development Programme which will include a range of opportunities to develop subject specific and professional transferable skills and attributes which will enhance their employability. | This will be measured in alignment with the Key Performance Indicators for Professional Services in the Five & Fifty Strategy.<br><br>Academic Year 2017/18:<br>Up to 100 new PhD researchers to undertake skills audit and individual development plan in conjunction with supervisors. Measured by annual review meetings.<br><br>Academic Year 2017/18: All Doctoral candidates will be offered up to 10 Researcher Development sessions each year. We expect at least 300 students will avail of this training. Measured by attendance numbers and feedback mechanisms. |

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|     |   |   |   | Academic Year 2017/18:<br>Review of Researcher Development Programme (RDP) to be carried out.<br>Measured by completion of review by June 2018.   |
| 2.3 | <i>Leading an Effective Research Project Team</i> Programme for Principal Investigators (with Contract Research Staff Project Team members) to be delivered on each campus, commencing Spring 2018. | Staff Development<br>People & Culture<br><br>Led by Head of Staff Development | The purpose of the <i>Leading an Effective Research Project Team</i> Programme is to enable Principal Investigators to lead, manage and develop an effective research project team. | Each Contract Research Staff member to have completed a Local Induction and an Annual 1-1 Performance Development and Review.<br><br>Evidenced via <i>Local Induction and Performance Development &amp; Review Annual Activity Report</i> from Deputy Director HR.<br><br>The People & Culture Director will report annually on the % of Contract Research Staff who have completed an Annual Performance Development & Review and agreed a Personal Development Plan, and take appropriate action to maximize participation. |

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| 2.6 | <p>Further roll out of the Research Communications training<br/><a href="https://www.ulster.ac.uk/research/our-research/researchers">https://www.ulster.ac.uk/research/our-research/researchers</a></p> | <p>Department for Research &amp; Impact</p> <p>Led by Head of Innovation &amp; Impact and Faculty Impact Manager</p> | <p>This pilot initiative was targeted at ECRs during academic year 2016/17, but given the high level of demand for this successful initiative across the research community, this initiative will be further rolled out to all research communities.</p> | <p>Additional high quality Talking Head videos describing some of their current research projects selected from Ulster's four strategic themes listed below.</p> <ul style="list-style-type: none"> <li>• Social renewal</li> <li>• Healthy Communities</li> <li>• Sustainability</li> <li>• Creativity &amp; Culture</li> </ul> <p>Academic year 2017/18, all 18 Research Directors to nominate 1 researcher for each Unit of Assessment for REF; at least 25% of participants to be CRS.</p> <p>Academic year 2018/19, all 18 Research Directors to nominate 1 researcher for each Unit of Assessment for REF; at least 30% of participants to be CRS.</p> <p>Training will commence at the start of each academic year. Success will be recognized every November in the annual Research Communication Awards which will be held:</p> <ul style="list-style-type: none"> <li>• November 2017;</li> <li>• November 2018; and</li> <li>• November 2019.</li> </ul> |
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| 3.5 | <p>Ulster will continue to develop and deliver <b>RIGOUR</b>, its bespoke Research Income and Grant Opportunities for Ulster Researchers programme.</p>   | <p>Department for Research &amp; Impact</p> <p>Led by Head of Research Development and Head of Research Management</p> | <p>RIGOUR aims to give academics and researchers at Ulster a competitive edge by providing an insight into what the funding panels are seeking when they review applications and how to write applications to address funder requirements.</p> <p>RIGOUR workshops run on a monthly basis and will focus on three main themes throughout the 2017/18 academic year:</p> <ol style="list-style-type: none"> <li>1. Preparing your proposal;</li> <li>2. How to be successful with external funding (including key learning experiences from staff who have already been through the process);</li> <li>3. Relationship building/collaboration.</li> </ol>   | <p>Academic year 2017/18 – a total of 10 events will be held; target 300 attendees in total. 40% of attendees will be CRS (an increase of 3% from 2016/17).</p> <p>Academic year 2018/19 – a total of 10 events will be held; target 300 attendees in total. 45% of attendees will be CRS.</p> |
| 3.5 | <p>Ulster will launch SOARING at the start of academic year 2017/18.</p> <p>SOARING (Significance and Originality in Academic Research: Interpreting New Guidance) is a new support programme focused on further strengthening of Ulster’s research outputs by increasing their quality and REFability.</p> | <p>Department for Research &amp; Impact</p> <p>Led by Head of Research Performance</p>                                 | <p>SOARING aims to provide researchers with insight into what peer review and REF panels are seeking when they review research outputs, and how their research outputs can be maximised to address these requirements.</p> <p>Through a series of panels, workshops and support information, the programme will provide a platform to stimulate a better understanding of what it means to produce internationally excellent and world-leading outputs. These workshops and events cover topics including Tactics for success; Getting more from your outputs; Applying REF standards; How to do world-class research; and Working across disciplines.</p> | <p>Academic year 2017/18 – a total of 10 events will be held; 5% of attendees will be CRS.</p> <p>Academic year 2018/19 – a total of 10 events will be held; 10% of attendees will be CRS.</p>   |

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| <p>3.5</p> | <p>Ulster will launch INSPIRE at the start of academic year 2017/18.</p> <p>INSPIRE (Industrial, Social and Political Impact: Rethinking Excellence) is a new support programme designed to help academic researchers to develop skills to create impact from research, and will provide strategies and tactics for maximising the reach and significance of the impact of Ulster's research excellence.</p> | <p>Department for Research &amp; Impact</p> <p>Led by Head of Innovation &amp; Impact and Faculty Impact Manager</p> | <p>INSPIRE aims to introduce academic researchers to the concept of impact and experience a planning methodology to deliver it. These bespoke workshops will build the relevant skills for academics at any stage in their careers and participants will gain methods and approaches for designing impact into research projects; embedding strategic communication in the research process; and evidencing impact.</p> <p>INSPIRE workshops will be held regularly, they will be aligned to Ulster's four research themes and will focus on the following topics:</p> <ol style="list-style-type: none"> <li>1. What is research impact and why is it important? How to generate impact from different disciplines.</li> <li>2. Maximising Your Impact; how to develop effective impact pathways; how to maximize the significance and reach of impact</li> <li>3. Evidencing impact; Vertigo Ventures Impact Tracker: helping you plan for and report social, economic and environmental impact</li> </ol> | <p>Academic year 2017/18 – a total of 10 events will be held; target 300 attendees in total, 25% of attendees will be CRS.</p> <p>Academic year 2018/19 – a total of 10 events will be held; target 300 attendees in total, 30% of attendees will be CRS.</p>  |
| <p>4.5</p> | <p>Ulster will launch a formal Staff Mentoring Scheme academic year 2017/18</p>  | <p>Department for Research &amp; Impact</p> <p>Led by Head of Research Performance</p>                               | <p>To support the continued professional development of its staff, Ulster University is implementing a formal Staff Mentoring Scheme whereby staff can sign up to be mentors and mentees and they will be matched according to their expertise/research interests.</p>   | <p>Semester 1, academic year 2017/18, Ulster to recruit 12 mentors; each will mentor 3 staff by the end of the academic year (36 in total); 9 of which will be CRS.</p> <p>Academic year 2018/19, Ulster to recruit 18 mentors; each will mentor 3 staff by the end of the academic year (54 in total); 18 of which will be CRS.</p> |

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| <p>3.6, 3.8</p>    | <p><i>'Facilitating an Effective 1-1 Performance Development &amp; Review'</i> practical and interactive workshop and online learning resources will be available for all managers (from January 2018 when the new 5&amp;50 professional support structures are in place).</p> | <p>Staff Development<br/>People &amp; Culture</p> <p>Led by Head of Staff<br/>Development</p> | <p>The 1-1 Performance Development &amp; Review will involve the Line Manager discussing and agreeing a Strategic (i.e., shorter and longer term development objectives aligned to 5&amp;50) Professional Development Plan with each of their team members (including Contract Research Members of Staff).</p> | <p>Number of workshop sessions held per annum from 2018/19. 2 workshops per annum.</p> <p>Number of participants attending workshops per annum from 2018/19. 20 attendees per workshop.</p> <p>The People &amp; Culture Director will report annually on the % of Contract Research Staff who have completed an Annual Performance Development &amp; Review and agreed a Personal Development Plan, and take appropriate action to maximize participation.</p> |
| <p>Principle 6</p> | <p>The University is a member of the Equality Challenge Unit's Race Equality Charter and is currently preparing its application for a Bronze Charter Award.</p> <p>Ulster will apply for a Bronze award by 2020.</p>   | <p>Led by University<br/>Secretary</p>  | <p>Race equality is a priority within Ulster's Equality, Diversity and Inclusion Strategy. The Race Equality Charter sets out to improve the representation, progression and success of black and minority ethnic staff and students.</p>  | <p>The University's application for a Bronze Charter Award will be submitted in July 2018.</p> <p>Success will be evident through the achievement of this Charter.</p> <p>Improved representation, progression and success of black and minority ethnic research staff.</p>  |