



Ulster University – HR Research Excellence Two-Year Review

This report illustrates how Ulster University has implemented the action plan produced for the HR Research Excellence Award in 2012. Some of the highlights that have taken place in the intervening years in relation to the management of Contract Researcher Staff (CRS) are highlighted. Information is then provided regarding who was involved in reviewing the implementation of the Concordat and, in the final pages, an updated action plan is outlined.

Ongoing monitoring of the implementation of the Concordat

The Co-ordinator for the implementation of the Concordat for the Development of Contract Researchers along with representatives from Human Resources, Staff Development, Employability and Marketing Unit (formally Careers and Employability), Policy and Implementation Unit (formally Equality and Diversity unit) and the Office of the PVC Research and Innovation have both formally and informally monitored the progress of the Action Plan since 2012. The main formal mechanism for this monitoring has been through two university level committees, the HR Research Forum and the Research Concordat Steering Group, which meet on an annual basis. In addition to these committees the University has participated in the CROS survey to enable us to monitor performance in relation to the implementation of the key indicators of the Concordat. It is important to note that the key findings from the CROS survey, which was last run in Ulster University in May 2013, were disseminated widely, most importantly at the annual Campus Fora for Contract Research Staff, held at the University's three main campuses. During the most recent of these meetings (May 2014) which were attended by over 50 CRS, opportunities were given to CRS to engage in dialogue surrounding the survey findings and debate further career development support. Some of the key issues discussed, relating to induction, appraisal and career development, are revisited in upcoming sections of this report.

As well as undertaking the Campus Fora and CROS survey, other departments in the University have also been active in engaging with CRS. Most notably, in May 2014 the Employability & Marketing Unit administered a survey of CRS, designed to understand their current and future career development needs. The key finding to arise from this survey illustrated that the majority of CRS at Ulster have a real desire to engage in development activities designed to strengthen the skills and competences, which could allow them to secure permanent academic positions. More recently (December 2014), the Head of Staff Development administered a survey to CRS that sought to establish their level of engagement in and experience of: Induction, Developmental Appraisal Review and Professional Development Opportunities. The most important feedback received from researchers (n43) in relation to this survey was that only 33% had accessed the Online Welcome & Orientation Programme (Corporate Induction); 58% had not been supported by a Local Induction Process; 57% had not had a Developmental Appraisal Review whilst approximately 50% of the respondents (n=27) to two specific survey questions confirmed they had neither been encouraged to/nor assumed personal responsibility for accessing professional support and development opportunities.

From the above paragraphs it can clearly be seen that the University has endeavored to continually monitor how the Concordat have been implemented. The next section of this report outlines some of the key recent highlights in terms of policy development and implementation, and how they affect CRS.

Implementing the Concordat (Highlights Since 2012)

Principle 1 - Recruiting, Selecting and Retaining Researchers

Although many of the below highlights were not originally listed on the 2012 Action Plan we can confirm that since 2012 we have continued to robustly implement and monitor the procedural matters detailed in Sections 1.1 to 1.5. (Pages 4-6) of the original Gap Analysis.

In regard to Actions 1.1 and 1.2 we can report that attendance at recruitment and selection is mandatory. During 2013 and 2014, 422 staff attended training on recruitment and selection (153 new recruiters and 269 attending refresher training). The recruitment and selection training programme is one of our principle vehicles for ensuring that recruitment of contract research staff is based on merit. In relation to 1.2 recent amendments to the format of Job Specifications and Shortlisting were enacted in early 2013 when a review of the format of Job Specifications was conducted. As an outcome of that review it was felt that job specifications should be more concise and the number of essential criteria curtailed.

As part of the same review it was recommended that there should be more transparency in shortlisting arrangements. As an outcome of the review, the University now openly publishes a shortlisting plan for all vacancies which includes full details of the shortlisting criteria. This is made available to all applicants when the vacancy is advertised. In terms of Clause 1.3, before any fixed-term post is advertised the recruiter must define what the University describes as a 'Purpose and Event' statement. This 'Purpose and Event' statement details the reason why the post is fixed-term and what is to be achieved within the fixed-term. If a 'Purpose and Event' statement cannot be established the post will not be advertised as fixed-term. This has been robustly enforced over the first two years of the action plan.

Principle 2 – Recognition and Value

We can report that we have robustly implemented and monitored the actions which were included in our Gap Analysis and Action Plan in relation to Principle 2. In regard to Clause 2.1, it is University Policy that individual consultation will take place with all fixed-term contract research staff on the ending of their fixed-term contract. Meetings occur six months before the contract ends, three months before it ends and one month before it ends. This individual consultation process has been enforced during the first two years of the action plan.

For Clause 2.2 (Page 7) recent changes have been made to the types of posts available to redeployees through the Redeployment Register. The University's Redeployment Register is the principal vehicle for avoiding redundancy at the end of a Fixed Term Contract. At the end of contracts Fixed Term staff are eligible to join the Redeployment Register and any vacancy which arises is initially restricted to those on the Redeployment Register. While the Register has been in operation for many years the University has recently reviewed the eligibility criteria and has expanded the range of jobs which are open to those on the Register.

In terms of other indicators which illustrate commitment, we can report that 26 contract researchers were included in the 2014 REF submission (many of which were PIs on substantial research grants) and that over the census period, CRS brought in funding to the value of £4,743,411.

Principle 3 – Equipping Researchers to be Adaptable and Flexible

A key highlight in relation to the above principle (Clause 3.1) is that a new permanent job category of Scientific Officer has been created. This new job category has most recently been utilised in the University's School of Biomedical Sciences where the new job category has been opened to both CRS and senior Technical Staff. These positions are focused on research activity and Scientific Officers operate as independent researchers. Clearly this has opened up a new career pathway for CRS.

Another initiative which illustrates support for CRS is our increasing commitment to raising the ceiling on the promotions routes for research staff (Clause 3.2). In regard to the internal promotions procedure for CRS, while in the past the most senior grade to which contract research staff could be

promoted was Senior Research Fellow, this ceiling has now been raised and contract researchers can now be promoted to the level of Professor.

Principles 4 and 5- Personal and Career Development, and Lifelong Learning

Over the course of the previous two years the Coordinator for the Concordat along with the Head of Staff Development supported by representatives from Employability and Marketing have been developing new career development programmes for CRS. We are in the process of actively exploring the possibility of integrating *Epigium’s Professional Skills for Research Leaders Online Programme* within a blended programme. There have also been significant efforts to promote the Developmental Appraisal Review amongst CRS. An important point to note regarding this is that a review form has been tailored more specifically to the needs of CRS.

We can confirm that the University provides a range of opportunities for researchers across many disciplines. As members of staff in the University, CRS can avail of many of the potential opportunities on offer from Staff Development as well as more specific employability activities (CV, Interview guidance and application preparation clinics) offered by Employability and Marketing. For example, in relation to the uptake of courses we can confirm that a CRS undertook a series of activities which are designed to promote personal and career development in Higher Education

Table 1. Interim Review of CRS Engagement in Learning & Teaching Professional Development

Ulster’s Accredited Learning & Teaching Programmes	No. CRS completing these Programmes in Academic Years 2012/13 & 2013/14
First Steps to Teaching in HE	5
Student Centred Learning (PgCHEP Module)	6
Enhancing Learning (PgCHEP Module)	4
Supporting Research Practice (PgCHEP Module)	12

Principle 6 - Diversity and Equality

In regards to diversity and equality issues the University can confirm that during the first 2 years of the action plan we have continued to robustly implement and monitor the procedural matters detailed in sections 6.1 to 6.10 (Pages 20-23) of our Gap Analysis. The University is committed to increasing female participation in STEM subjects (Clause 6.4) and we are pleased to report that in 2014 the University was awarded the Athena Swan Bronze Award.

Principle 7 – Implementation and Review

As noted above the University has taken steps to ensure that it is a place that is attractive to researchers and provides opportunities to develop their careers in the future. It should also be noted that the Co-coordinator for the Concordat has also been active in a number of national advisory groups including the VIR DAG and played a key role in helping to develop the survey instrument for the Vitae ‘What do Researchers do Next’ research project. The experience he has gained from being a member of these groups has facilitated the further development of an effective strategy for career development at the University.

Next Steps in Implementing the Concordat

At Ulster University we are committed to enhancing the experience of CRS and to ensure that they receive the best support in order to produce high quality and high impact research. In addition to the detailed revised action Plan for 2015-17 several key priorities and associated measures of success for the next two years are shown in the table below:

Next Steps and Goals	Success Measures
Continue to engage with CRS through the CROS survey and the campus For a.	Achieve a completion rate of above 60% for CROS 2015 and attendance of over 50% of the CRS population at Campus Fora events
Improve experience and buy-in for career development and investigate developing a	Have a developmental programme in place with suite of offerings which are able to meet the

<p>programme which could be of value to both research leader (PIs, Research Institute Directors) and CRS.</p>	<p>needs of all those in the research community, from CRS to Principal Investigators and Research Institute Directors.</p>
<p>Ensure that all CRS understand expectations surrounding their role and know where they can access information regarding research funding, publication strategy and promotion.</p>	<p>Aim to improve satisfaction with Induction and appraisals. Develop CRS website; increase the number of research bids involving CRS and the number of CRS coming forward for promotion. Facilitate an environment where more CRS able to be included in next REF exercise.</p>

HR Research Excellence – Progress on Action Plan Since 2012

Related Clause	Action Description	Lead	Original Timescale	Progress as at January 2014
*1.1	All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.	HR	OM	<p>Although this clause is marked OM it is worth noting that during 2013 and 2014 422 staff attended training on recruitment and selection. The recruitment and selection training programme is one of our principle vehicles for ensuring that recruitment of contract research staff is based on merit. Staff in HR also robustly scrutinise personnel specifications to ensure that criteria are job-related and appropriate.</p> <p>The HR Department have continued to robustly monitor each recruitment exercises to ensure compliance with University Policy and best practice.</p>
*1.2	Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.	HR	OM	<p>Although this clause is marked OM it is worth noting that in early 2013 the University conducted a review of the format of its personnel specifications. As an outcome of the review it was felt that personnel specifications should be more concise and the number of essential criteria curtailed. The University has put in place arrangements to ensure that this happens.</p> <p>As part of the same review it was recommended that the University should be more transparent in its shortlisting arrangements. As an outcome of the review since January 2013 the University openly publishes a shortlisting plan for all vacancies which includes full details of the shortlisting criteria. This is made openly available to all applicants when the vacancy is advertised.</p>
*1.3	Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason.	HR	OM	<p>It is the practice of the University that before any fixed-term post is advertised the recruiter must define what the University describes as a 'Purpose and Event' statement. This 'Purpose and Event' statement details the reason why the post is fixed-term and what is to be achieved within the fixed-term. If a 'Purpose and Event' statement cannot be established the post will not be advertised as fixed-term. This has been robustly enforced over the first two years of the action plan.</p>

*1.4	To assure fairness, consistency and the best assessment of the candidates" potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant recent training. Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development.	HR	OM	<p>As noted at 1.1. above all members of recruitments panels must attend mandatory recruitment and selection training and must also attend a refresher session at least once every five years. This has been robustly enforced over the first two years of the action plan. All panels have at least three members with both male and female representation on all panels.</p> <p>The University has developed a protocol for providing feedback to unsuccessful applicants. This has been widely used over the first two years of the action plan.</p>
*1.5	The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organisation.	HR	OM	<p>All appointments are made on the University's single pay spine. There have been no exceptions to this over the period of the review.</p> <p>The University also has a protocol for determining starting salaries on the single pay spine. Again this has been robustly enforced over the two years.</p>
*2.1	Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.	HR/ Equality and Diversity Services (EDS) / Staff Development / Research Office	OM	<p>It is University Policy that individual consultation will take place with all fixed-term contract research staff regarding the ending of their fixed-term contract. Meetings occur six months before the contract ends, three months before it ends and one month before it ends. This individual consultation process has been robustly enforced during the first two years of the action plan</p>

*2.2	Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.	HR	OM	The principle vehicle for avoiding redundancy at the end of a Fixed Term contract is the University's Redeployment Register. Towards the end of their contract fixed term staff are eligible to join the Redeployment Register and any vacancy which arises is initially restricted to those on the Redeployment Register. While the Register has been in operation for many years the University has recently reviewed the eligibility criteria and has expanded the range of jobs which are open to those on the Register
2.3	To review the use and relevance of the CRS Appraisal documents	CRS Concordat Coordinator and Staff Development	April 2013	New DAR Forms specifically tailored for Contract Researchers have been produced. At the time of writing this report (December 2014) these forms have been successfully implemented in the Built Environment Research Institute. RI Director (Prof Stanley McGreal) has communicated his satisfaction with the new forms which he described as <i>'much more relevant for CRS than the standard Academic Appraisal Forms'</i>
2.6	To help enhance this part of the website it is planned to include 'talking heads' sections where instead of written biographies, researchers will comment upon their particular development and progression activities - video case studies.	CRS Concordat Coordinator and Research Office	December 2012	Due to a number of issues, most importantly the rebranding of the University from University of Ulster to Ulster University there has been an embargo on developing new material on the university website. With this in mind although several researchers were identified to take part in this initiative, videos were not recorded or posted on the website.
3.1	Continue to develop professional development programme offerings based upon feedback and consultations from CRS, including CROS 2013 / CRS 2013 Fora	CRS Concordat Coordinator / Staff Development	Summer 2013	A comprehensive offering based upon the UU Researcher CPD Framework has continued to be actively promoted to CRS. As a result of the various communication mechanisms (surveys, CRS Fora and programme evaluation) we can report general satisfaction from CRS regarding the suite of development offerings

*3.2	A wide variety of career paths are open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.	CRS Concordat Coordinator, Employability and Career Development Centre and Research Office	OM	<p>The University's School of Biomedical Sciences has recently created the new job category of Scientific Officer. Scientific Officer posts are permanent posts open to both Research Staff and senior Technical Staff. The posts are focused on research activity and Scientific Officers are permitted to operate as independent researchers. This has opened a new career pathway for Research Staff.</p> <p>In regard to the internal promotions procedure for contract research staff in the past the most senior grade to which contract research staff could be promoted was Senior Research Fellow. This ceiling has now been raised and contract researchers can now be promoted to the level of Professor.</p>
3.3	Continue to monitor CRS participation in PGCHEP and ensure that it is fulfilling CRS requirements.	CRS Concordat Coordinator and Staff Development	Summer 2013	The PgCHEP is scheduled for revalidation in April 2015 and this revalidation process has involved a comprehensive review of the current programme and how it will need to be reconfigured in the future to align to and enable UKPSF Professional Recognition. It is anticipated that CRS with the required HE teaching scope and capacity will have the opportunity to participate in the learning and teaching module of the new PgCHEP programme and obtain the appropriate level of HEA Fellowship. Contract Research Staff also have an opportunity to access a second PgCHEP Module for developing and presenting Research Funding Proposals. Review highlighted that Contract Research Staff would require prior experience of HE teaching and sufficient scope in their research contract to complete the full PgCHEP Certificate.
3.6	Review the uptake and satisfaction with the new induction programme amongst CRS	CRS Concordat Coordinator and Staff Development	Summer 2013	<p>The Head of Staff Development completed a review of Academic Induction - Research. A new Academic Induction - Research programme was developed and piloted in partnership with an experienced Contract Research Staff member who is also an accredited ARCS Methodologist.</p> <p>This new Induction programme will be included in the new Higher Education Practice suite of Professional Development Programmes</p>

4.3	To review uptake and satisfaction amongst CRS who participate in the First Steps to Teaching programme.	Staff Development	Winter 2013	(See Table 1 in Report regarding PGCHEP and other associated programmes)
4.4	Monitor membership of the relevant committees for CRS and ensure that it is refreshed and updated when CRS representatives leave the university or take up different roles.	CRS Concordat Coordinator and HR Business Partner responsible for research policy.	On-going	Completed – the various committees have been refreshed with new CRS representatives from the various faculties and RIs
5.5	The CRS Concordat Co-ordinator to organise CRS For a on each of the three main campuses in the University to provide an opportunity for CRS to discuss relevant issues and concerns.	Concordat Coordinator and HR Business Partner - Research Policy	Summer 2013	The campus Fora are now a regular part of the University's strategy for engaging with Researchers
*6.4	Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the "early career" period may be prolonged, and this may be a time where the risk of attrition from the research path is most acute. Working conditions should allow both female and male researchers to combine family and work, children and career.	HR and EDS		The University is committed to increasing female participation in STEM subjects and we are pleased to report that in 2014 the University was awarded the Athena Swan Bronze Award.

6.10	To illustrate the on-going commitment to this charter, the university plans to submit for the institutional bronze award in April 2013, whilst some individual schools will aspire to achieve recognition by 2015.	Human Resources and Equality and Diversity	April 2013	Completed
7.1	CRS Coordinator for the concordat to run the CROS survey in Spring 2013 and report findings. The analysis of the findings from CROS 2013 will be used to inform further actions designed to ensure that the University is fully implementing the Concordat beyond 2013. In addition, the CRS Coordinator should get more involved in the local Vitae Scotland and NI branch and possibly hold an event which will benefit the CRS community.	CRS Concordat Coordinator	December 2013	Completed – As noted the Concordat Coordinator is a member of the VIRDAG and was on project management team for a Vitae research project ‘what do researchers do next’

* Please note that items marked with a star * were not listed on the 2012 Action Plan but for completeness purposes we felt it was important to illustrate delivery upon these actions

HR Research Excellence – January 2015 – January 2017 Action Plan

Related Clause	Actions from Original Action Plan still to be completed	Lead	Initial Timescale	Further Action Needed and Success Criteria	Revised Timescale (Additional Responsibilities)
2.3	To review the use and relevance of the CRS Developmental Appraisal Review documents	Staff Development and CRS Concordat Coordinator	April 2013	<p><u>Further Action:</u> Publicise the fact that specific CRS DAR forms are to be used by key stakeholders involved with CRS – particularly PIs and Research Institute Directors across the University for Development and Appraisal Interviews with Contract Research Staff. Staff Development to promote, monitor and review the use of the new forms annually.</p> <p><u>Success measures:</u> All Research Institutes to use CRS DAR Forms for all appraisals due prior to the next HR Research Excellence Review</p>	<p>Review date - Jan 2017) and continually monitor usage.</p> <p>Responsibility of Research Institute Directors, CRS Concordat Coordinator, Human Resources and Staff Development and Principal Investigators</p>
2.6	To help enhance the CRS website it is planned to include 'talking heads' sections where instead of written biographies, researchers will comment upon their particular development and progression activities using video case studies.	CRS Concordat Coordinator and Research Office	December 2012	<p><u>Further Action:</u> Given the rebranding, the opportunity will be taken to redesign the CRS section on the Research and Innovation Website. This is part of a new strategy for media and online presence where various social media applications (Twitter) will also be utilised to promote CRS activities.</p> <p><u>Success measures:</u> Website updated by June 2016; Social Media e.g. Twitter Account operating designed to disseminate relevant information to CRS</p>	<p>June 2015 – ongoing monitoring of progress regarding communication strategy using Social media etc. – December 2016</p> <p>Responsibility of CRS Concordat Coordinator and Research Office</p>

3.1	Continue to develop professional development programme offerings based upon feedback and consultations from CRS, including CROS 2013 and CRS 2013 Fora	CRS Concordat Coordinator and Staff Development	Summer 2013	<p><u>Further Action:</u> Continue to provide relevant professional development opportunities to all CRS</p> <p><u>Success Measures:</u> A review offerings completed by June 2015, with on-going monitoring through to December 2016; Increased satisfaction levels from CRS with Professional Development offerings – indicated in CROS and other communication fora with CRS.</p>	<p>June 2015; on-going monitoring through to December 2016</p> <p>Responsibility of CRS Concordat Coordinator and Staff Development</p>
3.3	Continue to monitor CRS participation in PGCHEP and ensure that it is fulfilling CRS requirements.	CRS Concordat Coordinator and Staff Development	Summer 2013	<p><u>Further Action:</u> The PGCHEP and 1st Steps to Teaching programmes are to be merged in April 2015 when the programme is revalidated. The new PGCHEP programme will be offered to UU staff members who meet the requirements in terms of HE teaching scope and quality. The programme will be available to CRS who have reached the required level of teaching as outlined. If CRS cannot participate in the full programme then will still be able to participate in relevant modules and these will be promoted widely.</p> <p><u>Success Criteria:</u> Increased number of CRS participating in the revalidated programme (either taking full programme or stand alone modules); Improved satisfaction with programme / modules – reported in CRS Campus Fora</p>	<p>Review the situation regarding CRS motivation to participate as part of Revalidation in April 2015. Continue to monitor uptake and satisfaction with programme September 2015; January 2016 and September 2016</p> <p>Responsibility of CRS Concordat Coordinator and Staff Development</p>

3.6	Review the uptake and satisfaction with the new induction programme amongst CRS	CRS Concordat Coordinator and Staff Development	Summer 2013	<p><u>Further Action:</u> Continue to improve and tailor Induction for Researchers. Key aim is to develop a dedicated area in the virtual learning environment for CRS which can hold relevant information for all those involved with CRS (PIs, Heads of Schools and Research Institutes) regarding opportunities for professional support and development opportunities for CRS.</p> <p><u>Success measure:</u> Explore the feasibility of having a dedicated area developed for CRS and other relevant stakeholders in VLE. Good level of usage and satisfaction with this VLE and increased satisfaction with induction materials – investigate issue at CRS fora</p>	<p>Review CRS satisfaction with Induction processes and content by June 2015 - using CROS 2015 as main inquiry methodology</p> <p>Responsibility of CRS Concordat Coordinator and Staff Development</p>
4.4	Monitor membership of the relevant committees for CRS and ensure that it is refreshed and updated when CRS representatives leave the university or take up different roles.	CRS Concordat Coordinator and HR Business Partner responsible for research policy.	On-going (ensure review of CRS committee membership at start of each academic year)	<p><u>Further Action:</u> Continue to monitor committee membership</p> <p><u>Success Criteria:</u> CRS representation on RCSG committee from all major faculties and Research Institutes across the university. CRS Reps attend and participate in debating the key issues raised.</p>	On-going (ensure review of CRS committee membership at start of each academic year as part of Terms of Reference review of RCSG committee)
5.5	The CRS Concordat Co-ordinator to organise CRS Fora on each of the three main campuses in	Concordat Coordinator and HR Business Partner (Research	Summer 2013	<u>Further Action:</u> Continue to run CRS Fora as well as other informal communication events. Aim to increase participation in such events through better advertising	<p>June 2015 and June 2016</p> <p>Responsibility of CRS Concordat Coordinator</p>

	the University to provide an opportunity for CRS to discuss relevant issues and concerns.	Policy)		and marketing and through increased promotion amongst Research Institute Directors and Principal Investigators <u>Success Criteria:</u> 2015 Fora completed by end of June 2015; Fora to run annually up to 2017 review (May 2016). Aim to have at least 50% participation rate at the events	
7.1	CRS Coordinator for the concordat to run the CROS survey in Spring 2013 and report findings. The analysis of the findings from CROS 2013 will be used to inform further actions designed to ensure that the University is fully implementing the Concordat beyond 2013. In addition, the CRS Coordinator should get more involved in the local Vitae Scotland and NI branch and possibly hold an event which will benefit the CRS community.	CRS Concordat Coordinator	December 2013	<u>Further Action:</u> The University to participate in CROS in 2015. CRS Concordat Coordinator to look for other opportunities to engage in the recently revised Vitae regional bodies <u>Success Criteria:</u> Attempts will be made to improve the response rate amongst the CRS population from the 2013 figure of 43% to over 60%. CRS Concordat Coordinatorto have attended at least one regional or national event relating to Concordat Implementation / issues	CROS survey analysis completed by April 2015 and report distributed to relevant stakeholders for action CRS Concordat Coordinator to investigate potential to participate in new regional bodies – March 2015 Responsibility of CRS Concordat Coordinator

New Actions from January 2015 – January 2017

Related Clause	Actions	Lead	Additional Comments	Success Criteria and Timescale
1.2 and 1.4	Effectiveness of Recruitment and Selection Policy with specific reference to CRS Positions to be reviewed.	Human Resources	It is University practice that all HR Policies are reviewed on a regular basis. As part of the larger review the effectiveness of the R&S Policy for Contract Research Staff Positions will be assessed.	Review of R&S Policy completed by December 2015
2.1	University to put in place a new HR/Payroll system to improve the flow of employment related information to CRS	Human Resources	The new payroll system will contain additional information regarding advice for CRS in terms of contracts etc.	Additional information shown on new payroll system for CRS - Completed by December 2016 – On-going monitoring of new system to December 2017
2.3	Pilot the Simitive on-line appraisal management system	Human Resources	This online system will potentially be offered to all staff after the results of the pilot are analysed. The Simitive system could be a useful tool for CRS who by the nature of their roles may be more mobile in terms of contracts etc.	Simitive on line appraisal system pilot completed by December 2016. On-going monitoring if new system adapted to December 2017
2.4	Review outcomes from REF 2014 to establish issues specific to CRS	Head of Research Policy and CRS Concordat Coordinator	This review of outcomes arising from the outcomes from REF 2014 will be designed to establish issues specific to CRS with the specific aim of enhancing participation in the next REF.	Review completed by September 2016 and specific recommendations made on how more CRS may be included. Ultimate success measure will be increased number (from 26 in 2014) in the next REF exercise. On-going monitoring regarding CRS eligibility for REF to December 2017

3.1	Review new job category of Scientific Officer in Biomedical Sciences	Equality and Diversity	Review the success of the creation of the new job category of Scientific Officer in Biomedical Sciences following completion of the related restructuring exercise in this faculty in 2016	Review of Scientific Officer positions completed by April 2016 and on-going review
4.2-4.5	Investigate potential Research Leader Development Programme for Principal Investigators and Contract Research Staff	Head of Staff Development and CRS Concordat Coordinator	Explore the potential of offering a Research Leader Development Programme for Principal Investigators and Contract Research Staff. The review will be designed to ascertain content and media (e.g. Blended offering or fully online, face to face etc.)	Initial review completed by September 2015 Ultimate Objective to have a Research Leader Development Programme for Principal Investigators and Contract Research Staff in place by January 2017.
6.4	Several University Schools to continue to work toward School level Athena Swan Awards.	Equality and Diversity	Several University Schools are working toward School level Athena Swan Awards. The University is participating in a pilot scheme run by the Equality Challenge Unit in regard to a Race Equality Charter Mark	Increase the number of Schools in University attaining Athena Swan and Race Equality Charter Mark Completed by December 2016 – On-going monitoring of progress to December 2017
7.1	Investigate and recommend that there is an increase number of HR Research Forum and RCSG meeting to two per year	PVC research and Innovation and Director of Research and Innovation Office	Given the increasing importance of the CRS population to the universities strategy it is recommended that the number of formal University committee meetings designed to address the Concordat are increased.	RCSG and HR Forum meetings increased to two per year Completed by June 2015