

Related Clause	Actions from Original Action Plan still to be completed	Lead	Initial Timescale	Further Action Needed and Success Criteria	Revised Timescale (Additional Responsibilities, 2015)	Progress Against Action 2017
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>	Developmental Appraisal Forms were specifically tailored for Contract Research staff in 2013.
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	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>	<p>As part of its rebranding exercise, the Department of Research & Innovation has been rebranded to Department for Research & Impact.</p> <p>This was reflected in the redesign of the Research & Impact section of ulster.ac.uk which now includes a section on Our Researchers.</p> <p>A pilot media training initiative (Research Communications) was undertaken in September 2016 to help ECRs communicate the</p>

	development and progression activities using video case studies.					<p>benefits of each of their research areas including the purpose, meaning and impact of their research. The effective media skills development programme took the form of practical and interactive workshops aimed at teaching researchers how to develop relatable communications targeted at non-researcher audiences. At the end of media skills development programme, participants were tasked with developing a 90-second video on their research, which was then judged by an independent panel. These videos can be accessed at: https://www.ulster.ac.uk/research/our-research/researchers</p> <p>A Researcher Development Newsletter was established in 2016 This e-newsletter has been developed to highlight latest news, achievements, forthcoming events, and funding opportunities. It will be issued on a regular basis to celebrate and publicly recognise achievements. All staff are encouraged to contribute stories on research activities and</p>
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						successes. Additionally, the Research & Impact section of the Ulster.ac.uk has been extended to include information, images, and videos on Latest News, Past & Future Events, New Grants Awarded and Funding Opportunities.
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>	<p>The most recent CROS Survey (2015) reported an overall high level of satisfaction with access to professional development opportunities at Ulster; with more people feeling ‘encouraged’ (78%) to engage than reported in the previous monitoring round, up 24% from 54% in 2013.</p> <p>Feedback from CRS consultation has been integrated into the new Professional Researcher Development Curriculum launched in 2016. Doctoral candidates and Contract Research Staff are actively encouraged and supported to access the new motivationally enhanced PRDC which incorporates 4 Developmental Pathways designed to develop the Researcher’s capacity as an</p>

						<p>Investigator, Innovator, Educator and Leader, thereby enhancing their mobility and career development.</p> <p>Participation rates in the PRDC will be monitored by 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>Success Criteria: 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>	<p>Ulster continues to monitor participation in, and satisfaction with PGCHEP and HEA/UKPSF Professional Recognition.</p> <p>The First Steps to Teaching in HE Programme was incorporated into a revalidated PgCHEP Programme – Module PHE 705 with effect from 2015/16AY</p> <p>At present, all Doctoral Candidates and Early Career Researchers prior to assuming teaching and/or demonstrating responsibilities with Ulster University are required to attend the Post Graduate Teaching Assistants (PGTA) 1 Day Programme.</p> <p>Doctoral Candidates and Contract Research Staff may in addition access the <i>PGCHEP Module: Enhancing Learning at Ulster</i>.</p>

						Successful completion of this module leads to UKPSF (D1) Professional Recognition and Associate Fellowship of the Higher Education Academy (AFHEA). UKPSF is and will continue to be a big issue for Ulster.
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>	<p>Work continues on monitoring induction satisfaction and policy development.</p> <p>In the 2015 CROS Survey, 68% of participating researchers reported an improvement in their local level induction stating that it was useful and positive experience.</p> <p>Current Policy: All new staff either new to role or new to the University are advised of the University's Induction provision via their letter of appointment from HR.</p> <p>Induction provision for all University staff includes a Local Induction Programme coordinated by the Line Manager of the staff member. Line Managers receive guidance as to</p>

					<p>how to coordinate an effective Local Induction and are required to complete a Local Induction Checklist in partnership with the new member of staff.</p> <p>The staff member also has access to an Online University Welcome & Orientation Programme which also includes a menu of online mandatory training programmes where appropriate including Health & Safety and Equality and Diversity Awareness Programmes. New staff members will in addition be provided with a Role Specific Induction i.e., Academic Induction, Researcher Induction, New Manager Induction or Course Director Induction. Role Specific Induction Programmes are scheduled each Semester. Table 1 below provides a summary Ulster Research staff participating in Induction activities.</p> <p>Table 1: Ulster University Research Staff – Induction Activity (2013/14-15/16)</p> <table><tr><td>Academic Year</td><td>Welcome & Orientation</td></tr></table>	Academic Year	Welcome & Orientation
Academic Year	Welcome & Orientation						

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						& Safety and personal effectiveness professional development programmes, conferences, events may be accessed by all staff and are promoted either via our website and/or global all staff emails.
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)	The issue of CRS representation was a standing item on the agenda of these committees. Due to small numbers of CRS from some faculties (E.g. UUBS) finding a representative was at times challenging, but in the main CRS were represented from the main faculties where CRS were employed (e.g. Life and Biological Sciences and Computing and Mathematics).
5.5	The CRS Concordat Co-ordinator to organise CRS Fora on each of the three main campuses in the University to provide an	Concordat Coordinator and HR Business Partner (Research Policy)	Summer 2013	<p><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 and marketing and through increased promotion amongst Research Institute Directors and Principal Investigators</p> <p><u>Success Criteria:</u> 2015 Fora completed by end of June 2015; Fora to run annually up to 2017</p>	June 2015 and June 2016 Responsibility of CRS Concordat Coordinator	All CRS at Ulster were invited to attend a CRS Fora by the PVC Research & Innovation in June 2015 and 2016. Despite these being held on all campuses, the attendance levels were disappointing. We will continue with efforts to increase attendance at these fora in forthcoming years.

	opportunity for CRS to discuss relevant issues and concerns.			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	CRS Concordat Coordinator	December 2013	<p><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</p> <p><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 Coordinator to have attended at least one regional or national event relating to Concordat Implementation / issues</p>	<p>CROS survey analysis completed by April 2015 and report distributed to relevant stakeholders for action</p> <p>CRS Concordat Coordinator to investigate potential to participate in new regional bodies – March 2015</p> <p>Responsibility of CRS Concordat Coordinator</p>	<p>The CRS Coordinator completed the analysis of the CROS Survey and report was distributed to relevant stakeholders for action. An example of which was the delivery of a workshop for CRS (October 2015) for those wishing to apply for promotion based on feedback from almost a third (32%) of those surveyed expressing concern relating to promotion and progression, stating that they did not feel that they were treated fairly in comparison to other staff.</p> <p>The CRS Concordat Coordinator was a member of the VIRTAG until it ceased operating in 2015. Since then due to restructuring of the regional hubs at Vitae there has not been any involvement in regional bodies.</p> <p>The CRS Concordat Coordinator, The Director for Research & Impact, the Researcher</p>

	Vitae Scotland and NI branch and possibly hold an event which will benefit the CRS community.					Development Programme Lead and a Manager from the Research & Impact department all attended the VITAE Conference in 2016.
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HR Excellence in Research, New Actions from January 2015 – January 2017

Related Clause	Actions	Lead	Additional Comments	Success Criteria and Timescale	Progress Against Action January 2017
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	In 2015 a review of the Recruitment and Selection Policy was conducted which determined that the existing policy is robust and fit for purpose. It was however felt that further action was required to embed the University's core values outlined in the Five & Fifty Strategic Plan within recruitment practice. Work is now underway to develop methodologies to embed these within recruitment practices.
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	Ulster successfully implemented the CORE HR System in 2016.
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	Ulster participated in a pilot in 2015/16. Ulster has reviewed the pilot and is now exploring the possibility of using the enhanced capability now available in the Core HR system.
2.4	Review outcomes from REF 2014 to establish issues specific to CRS	Head of Research Policy and CRS Concordat	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	The review of CRS and REF 2014 has not been completed due to the development of the new Research & Impact Strategy 2016-2021 mentioned elsewhere in this report. Also given the uncertainty regarding the

		Coordinator		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	format and success measures to be used in the next REF exercise (current consultations linked to the Stern report), the University is reviewing the role of all researchers and how their participation may be enhanced.
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	Ulster has established a new permanent job category of Scientific Officer/Assistant which has recently been utilised by the University's School of Biomedical Science. This new category of staff is intended to open an 'career pathway' for contract research staff. It is often described as a hybrid between an academic post, a contract research post and a technical post. The role of Scientific Officer is focused on research activity and Scientific Officers operate as independent researchers. It is a permanent position which helps provide increased employment stability. To date there have been 4 of these appointments.
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.	An integrated researcher development implementation model has been developed at Ulster. Reflecting Vitae's Researcher Development Framework (2010), the model introduces researchers to four integrated development pathways: Investigator; Innovator; Educator and Leader The four integrated development pathways are applicable to all researchers and our aim

					is to review and develop/enhance the suite of professional development options on an on-going to ensure they are relevant and being accessed by all levels of research staff.
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	<p>Increase the number of Schools in University attaining Athena Swan and Race Equality Charter Mark</p> <p>Completed by December 2016 – On-going monitoring of progress to December 2017</p>	<p>A three year Athena SWAN action plan has been in place at Ulster since 2014. The action plan aimed at supporting and developing the careers of women in STEM includes activities to increase opportunities for career development such as:</p> <ul style="list-style-type: none"> • networking events (for example a 'Mid-Career Academic Women in STEM: Exploring Career Choices and Motivation' lunchtime event was held in March 2016); • academic promotion workshops (a dedicated workshop was held for contract research staff); • a pilot mentoring scheme - FAME (Female Academic Mentoring Engagement) was developed to address the poor representation of female academics in senior positions in STEM. The scheme will be developed and expanded under the University's new four year Athena SWAN Action Plan; <p>Since 2014, four STEM Schools have gained Athena SWAN awards, and two additional School applications have been submitted in November 2016. The Athena SWAN</p>

					Committee approved guidelines to increase gender representation in the selection process in 2016 and this has been circulated to all STEM schools. One of the actions recommended by guidelines was to implement unconscious bias training for staff. To date training on Unconscious Bias Awareness has been attended by 97 staff. Ulster continues to fund staff to participate in the female leadership development programme 'Aurora', with eight people participating in 2016/17.
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	Given the strategic changes occurring in the university regarding Research and Innovation, committee structures are under review with a view to streamlining reporting processes. The RCSG and HR Forum are two committees which are under review.