

TEESSIDE UNIVERSITY CONCORDAT IMPLEMENTATION & ENHANCEMENT ACTION PLAN 2019 to 2021

Amended May 2019 as part of Six Year Internal Review

This action plan builds upon and extends the action plans put in place in 2013 and 2015 and should be read in conjunction with the previous plans. These are available on the following URL:

http://www.tees.ac.uk/sections/research/training_staff.cfm

This version of Action Plan amended for period 2019-2021 as part of 6-year review in May 2019 incorporating revision of actions on basis of review and evaluation; some timeframes changed on basis of revision.

How to read this plan: In our previous action plans, actions were mapped against each Concordat Principle down to every individual descriptor under each Principle. At the 2-year internal review in 2015, the Working Group took the decision to organise the work undertaken to support the Concordat into five main areas of focus whilst still working within the framework of the original Action Plan from 2013. In this new plan, actions are entirely organised around five 'Teesside Themes' which integrate the previous areas of focus but connect the actions coherently, bringing linked aims together where they cross-cut the Concordat Principles. Actions are organised under each Theme, with the relevant Concordat Principles annotated in the left hand column. This avoids any duplication of actions which are all now clearly grouped together and is much clearer for monitoring purposes. Each action presents *the goal to be addressed in italics* and then gives specific steps to achieving the goal of the action with a responsibility and timescale.

TEESSIDE THEMES

- A Information, communication, relationships
- B Research development support: diversity
- C Research development support: accessibility, availability
- D Career innovation and resources
- E HR Policy review and implementation

ABBREVIATIONS

RIS – Research & Innovation Services; HR (includes HR Operations and HR Staff Development functions; School or Departmental SMTs – senior management at local level; AcaReg – Academic Registry; DAE – Careers Service.

ACTION PLAN 2019 - 2021

CONCORDAT PRINCIPLES	Planned ACTIONS	Responsibility	Timescale	Success Measures
TEESSIDE THEME A: INFORMATION, COMMUNICATIONS, RELATIONSHIPS				
Principles 2, 4, 5	<i>Implement new structure to Academic Induction with research component on basis of Academic Registry review</i>	RIS	May-20	<p>Improve attendance of new ECRs starting new contract, monitoring against staff records. Establish baseline and benchmark and measure attendance over period.</p> <p>80% satisfaction of users.</p>
	Ensure that HR records capture ECR data on basis of ECR definition	AcaReg	Dec-19	
	Using HR new starters records, ensure that all new ECRs are reached via Induction and follow up with School to ensure ECR attendance		May-20	
	Survey of users to gather feedback on accessibility and utility of the resources using questionnaire distributed to induction attendees.		May-21	

<p>Principles 2, 4, 5</p>	<p><i>Evaluation of new support resources</i></p> <ul style="list-style-type: none"> Quantitative analysis of user statistics (annually) Follow-up with each questionnaire respondent to measure usability of resources after one year 	<p>RIS AcaReg</p>	<p>Mar-20</p>	<p>Uptake of resources monitored. Target of 85% new research staff usage within period.</p> <p>Analysis of researcher experience from initial questionnaire to follow up interview after one year, to establish effectiveness, benchmarked against CROS q.21</p>
<p>Principles 2, 4, 5</p>	<p><i>Develop a new web hub and resources so that staff know what is available that specifically targets their needs</i></p> <p>Develop new web hub and resources linked to researcher development organised by level indicators and type of support (Theme B, first action) and ensure that all ECRs can easily access resources and support</p> <p>Integrate web hub and resources with existing physical support hub in Library offering advice and a referral mechanism for research staff</p> <p>Evaluation of effectiveness of hub through user statistics and survey</p>	<p>RIS</p>	<p>Dec-19</p> <p>Dec-20</p>	<p>Questionnaire of user experience of hub and resources to demonstrate usefulness and enhancement of researcher experience. Production of evaluation report. Benchmark against CROS q.21.</p> <p>Target of 85% researchers accessing online hub within period</p>

<p>Principles 2, 4, 5</p>	<p><i>Provide guidance documents for revised PDPR process using level indicators and support type (referring to theme B)</i></p> <p>Measure use of indicator/type in PDPR against HR records</p> <p>Incorporate into RIEBE form usage</p>	<p>HR</p> <p>Department SMTs</p> <p>RIS</p>	<p>Dec-19</p> <p>Dec-20</p>	<p>All staff use PDPR process to conduct research needs analysis and identify development activities. Verify ECR uptake against HR records.</p> <p>Benchmark against CROS q.13; q15 to evaluate researcher experience of PDPR process.</p>
<p>Principles 2, 4, 7</p>	<p><i>Establish central forum for research staff development to disseminate information linked to institutional Concordat implementation and national Concordat policy</i></p> <p>Expand scope of TURN (Teesside University Research Network) events</p> <p>Annual participant evaluation and summative report</p>	<p>RIS</p> <p>HR</p> <p>DAE</p> <p>RIS</p>	<p>Sept-19</p> <p>May-21</p> <p>May-20</p> <p>May-21</p>	<p>80% attendance by ECRs, at least one TURN event</p> <p>Constructive participant evaluations demonstrating usefulness and impact of attendance at events by 80% of attendees</p>

<p>Principle 7</p>	<p><i>Maintain and enhance participation in regional and national networks</i></p> <p>Continued Vitae membership</p> <p>Maintain and participate in regional networks (NECGRD; NERDS)</p> <p>Participate in national networks (Vitae; UKCGE; ARMA)</p> <p>Share and disseminate good practice</p>	<p>RIS</p> <p>CWG</p>	<p>May-21</p>	<p>Membership maintained</p> <p>CWG Report of activities</p> <p>Increased opportunities for researchers to participate in regional and national networks demonstrated through attendance data</p> <p>CWG Report of activities</p>
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CONCORDAT PRINCIPLE	Planned ACTION	Responsibility	Timescale	Success Measures
TEESSIDE THEME B: RESEARCH DEVELOPMENT SUPPORT (DIVERSITY)				
Principles 3, 4, 5, 6	<p><i>Enable <u>targeted</u> support for needs analysis as priority in PDPR use</i></p> <p>Resources being used verified against HR records</p>	<p>RIS</p> <p>HR</p>	<p>May-20</p> <p>May-21</p>	<p>Dip-stick-monitor usage with individual staff for satisfaction.</p>
Principles 3, 4, 5, 6	<p><i>Ensure that indicators and types are being used to maximise uptake of development opportunities</i></p> <p>Provide training and support for staff to effectively use indicators and support types</p>	<p>RIS</p> <p>HR</p>	<p>[May-20]</p> <p>[May-21]</p>	<p>Verify and evaluate usage of indicators/types by participants in development programme. Increase programme participation by 5% each year over period.</p>

<p>Principles 2, 6</p>	<p><i>Link mentoring duties to meeting KPI-8 targets</i></p> <p>Evaluate impact of clear role descriptors and criteria on mentoring</p>	<p>PVC R&I</p> <p>School SMTs</p> <p>Dept SMTs</p>	<p>May-20</p> <p>May-21</p>	<p>Dip-stick monitoring of individual members of staff</p>
<p>Principles 1, 2, 6</p>	<p><i>All staff with responsibilities for recruitment and management of research staff are appropriately supported about the requirements of the role</i></p> <p>Provide all staff with responsibilities for recruitment and management of research staff with support materials to ensure that the policy implications, development needs and career development goals are addressed appropriately across all levels.</p>	<p>HR</p> <p>Dept SMTs</p>	<p>Dec-19</p> <p>Dec-20</p>	<p>Records of briefings verified against HR records</p> <p>Analysis of usage statistics, feeding outcomes into SMT meetings to inform action plans for enhancement activities at departmental level</p> <p>100% of applicable staff briefed.</p> <p>Benchmark against CROS q.11</p>

CONCORDAT PRINCIPLES	Planned ACTIONS	Responsibility	Timescale	Success Measures
TEESSIDE THEME C: RESEARCH DEVELOPMENT SUPPORT (AVAILABILITY, ACCESSIBILITY)				
<p>Principles 2, 3, 4</p>	<p><i>Use Theme B indicators and types to develop and enhance a more structured programme of research staff development using a blended-learning approach</i></p> <p>Phased roll out of programme to develop enhancements based on participant evaluations</p>	<p>RIS (RD)</p> <p>HR (OD)</p>	<p><u>Roll-out 2:</u> Sept-19</p> <p><u>Roll-out 3:</u> Sept-20</p>	<p>Evaluation to ensure satisfaction with programme and increase ECR participation on ECR route.</p> <p>Participant evaluation to measure satisfaction. Target 80% or users. Evaluate impact qualitatively. Benchmark against CROS q.25</p>

<p>Principles 2, 5, 6</p>	<p><i>Ensure that all staff have access to development opportunities that suits their working pattern and work load</i></p> <p>Evaluate potential e-learning resources to research staff development</p> <p>Initial pilot of Panopto resources and use feedback to deliver enhanced resources</p>	<p>RIS</p> <p>HR</p> <p>AcaReg</p>	<p>Dec-19</p> <p>Sept-20</p> <p>May-21</p>	<p>Measure uptake of e-learning resources. Target 70% of ECR population. Qualitative analysis with participants of e-learning components. Benchmark against CROS q.25</p>
<p>Principles 2, 5</p>	<p><i>Ensure that Theme B indicators and types are effective in providing targeted support through training programme</i></p> <p>Monitor and test effectiveness of structured programme of research development through lens of Theme B indicators and types</p>	<p>RIS</p>	<p>May-20</p> <p>May-21</p>	<p>Qualitative analysis with participants demonstrating link between effective use of indicators/types and programme uptake.</p>

<p>Principles 2, 4, 5</p>	<p><i>Increase the pool of research staff mentors</i></p> <p>Increase the number of mentors specifically for research development as part of the University's formal mentoring programme</p>	<p>PVC R&I Dept SMTs HR</p>	<p>May-20</p>	<p>Each department will have <u>two to four</u> members of research staff formally linked to the institutional mentoring programme (depending on department size)</p>
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CONCORDAT PRINCIPLE	Planned ACTION	Responsibility	Timescale	Success Measures
TEESSIDE THEME D: CAREERS INNOVATION AND RESOURCES				
<p>Principles 3, 4, 5</p>	<p><i>Ensure that all career advisers are able to target advice to researcher need</i></p> <p>Careers staff refresher training and updates</p>	<p>RIS</p> <p>DAE</p>	<p>Dec-19</p> <p>Dec-20</p> <p>May-21</p>	<p>Completion of career staff training</p> <p>Staff confident in using materials/ training to improve engagement with researchers via questionnaire. Evaluate with Careers staff.</p>
<p>Principles 3, 4, 5</p>	<p><i>Improve School-specific and resource-efficient support</i></p> <p>Ensure that availability and range of Careers support for staff is better communicated and that staff are better aware of one-to-one bespoke support</p>	<p>DAE</p>	<p>Dec-19</p> <p>Dec-20</p> <p>May-21</p>	<p>Communication strategy agreed</p> <p>Demonstrable evidence of researcher engagement with careers advice via referrals.</p> <p>Benchmark against CROS q.23.</p>

<p>Principles 3, 4, 5</p>	<p><i>Targeted participation in partnership opportunities for career development</i></p> <p>Embed and extend participation of research staff in THYME network events via the National Horizons Centre (NHC)</p>	<p>DAE</p>	<p>May-20</p> <p>May-21</p>	<p>Pilot evaluation specifically with ECRs</p> <p><u>At least one ECR</u> from each School offered opportunity for partnership development activity.</p> <p>Participant evaluations to ensure relevance of opportunities to researcher career development</p>
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CONCORDAT PRINCIPLE	Planned ACTION	Responsibility	Timescale	Success Measures
TEESSIDE THEME E: HR POLICY REVIEW and IMPLEMENTATION				
Principles 2, 5, 6	<p><i>Implementation of revised Personal Development Plan & Review (PDPR) process</i></p> <p>Monitor progress of the new PDPR process specifically with ECRs and links with RIEBE process.</p>	<p>HR</p> <p>RIS</p>	<p>May-20</p> <p>May-21</p>	<p>Records of training</p> <p>User analysis. ECR uptake confirmed.</p>
Principles 1, 6	<p><i>Review all relevant HR policies</i></p> <ul style="list-style-type: none"> • Recruitment and Selection Policy • Fixed Term Working Policy • Flexible Working Policy • Parental Leave Policy • Redeployment and Pay Protection Policy • Reward and Recognition statement • Harassment Policy • E&D Training Matrix 	<p>HR</p>	<p>May-21</p>	<p>Rolling updates of policies, confirm status at 2-year internal review, capturing data on numbers of researchers appointed, Flexible Working and other applications made by research staff</p> <p>Rolling updates of policies, confirm status at 4-year review, capturing data on numbers of researchers appointed, Flexible Working and other applications made by research staff</p>

<p>Principles 1, 6, 7</p>	<p><i>Ensure staff are appraised of any changes to HR policies that impact on their role in supporting research staff</i></p> <p>Changes to HR policies that affect Concordat goals are monitored and reported to the Concordat Working Group</p> <p>Research staff are briefed</p>	<p>HR CWG members</p>	<p>(each WG meeting) May-20 May-21</p>	<p>Policy changes reported to Concordat Working Group</p> <p>Working Group report, minutes</p> <p>Working Group report, minutes</p> <p>Evidence from researchers of effectiveness of briefing and information. Benchmark against CROS q. 16.</p>
<p>Principle 6</p>	<p><i>Gain Athena-Swan Bronze Award</i></p> <p>Monitor progress towards departmental accreditation</p>	<p>Cross institutional</p>	<p>May-20</p>	
<p>Principles 1, 2, 3, 4, 5, 6, 7</p>	<p><i>Expand Working Group membership and SMT reporting</i></p> <p>Appoint one further ECR to membership of Group – as Chair of ECR Forum</p>	<p>CWG members</p>	<p>Dec-20</p>	<p>New membership confirmed</p>
<p>Principles 1, 2, 3, 4, 5, 6, 7</p>	<p><i>Improve ECR experience evaluation mechanisms</i></p> <p>Establish ECR Forum with formal reporting lines to Research & Innovation Committee; Chair of EDR Forum to become Working Group member</p> <p>Run CROS surveys during period</p>	<p>CWG members</p>	<p>Dec-19 May-21 May-20 May-21</p>	<p>ECR Forum to engage with ECR community and provide formal feedback to RIC and actions for WG</p> <p>ECR Forum to lead evaluation liaising with WG for 8-year review</p> <p>CROS results and reports inform actions within period as well as final review evaluations and benchmarking progress.</p>