

The Concordat to Support the Career Development of Researchers  
Progress against the Keele University Action Plan 2015-2017

Principle 1: Recruitment and Selection		
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.		
Current Policy	Action 2015-2017	Progress (Nov 2017)
Relocation and removal expenses are currently reimbursed up to a maximum amount – depending upon where the individual is relocating from. This policy applies to all members of staff, including Researchers and those on fixed term contracts.	The thresholds for relocation and removal expenses are to be benchmarked, after which an options appraisal will be submitted to the UEC for a decision. This will ensure that our relocation/ removal expenses are competitive within the market and assist with attracting the best candidates for our research roles. (Lead: HR)	<b>COMPLETED AND MONITORED</b>  A review was completed in November 2015.  The relocation and removal expenses policy has been updated with effect from 1st August 2016 including an increase to the maximum reimbursement amounts and guidance on eligibility. The policy is available from the HR website at <a href="https://www.keele.ac.uk/media/keeleuniversity/hr/recruitment/Relocation%20Expenses%20Policy-%20Updated%201st%20August%202016.pdf">https://www.keele.ac.uk/media/keeleuniversity/hr/recruitment/Relocation%20Expenses%20Policy-%20Updated%201st%20August%202016.pdf</a> .
Promoting Keele as an attractive employer, particularly for Researchers. Upon appointment, new Researchers are clear about expectations of them and the support available for them to succeed. ☒	To review the academic probation procedure to ensure that this is captured and all staff are aware. (Lead: HR & key stakeholders)	<b>ACTION CARRIED OVER</b>  The academic probation procedure, which is applicable to lecturers, is still under consultation with Trade Unions. Probation periods of Research only staff are managed through the Staff Probationary Procedure, which is also being reviewed in conjunction with the Academic Probation Procedure.
Ensure that appointed staff have a research profile that will align with and enhance existing research strengths and the University Research Strategy.	To add in a slide to the Recruitment and Selection e-learning package to ensure that recruiting managers in Academic areas consider the Research strategy in recruiting researchers (Lead: HR)	<b>COMPLETED</b>  October 2016: The Recruitment and Selection e-learning package is in the process of being re-written using a new Learning Pool tool.  January 2017: The new e-learning package for recruitment and selection is now online. The content includes information regarding the consideration of research strategy when recruiting researchers.
Keele's Recruitment and Selection procedures aim to ensure a robust, fair and legally compliant approach to selecting all staff, including Researchers.	Ongoing monitoring and review of training completion rates (aim: 100% of all recruiting managers) (Lead: HR)	<b>COMPLETED</b>  Recruitment and Selection training is available online and is mandatory for all members of staff involved in recruiting. Records of trained staff are held centrally. All panel members are checked by HR that they are fully recruitment and selection trained before partaking in the process, either face-to-face or online. It is a requirement that this training is refreshed every 2 years via the online training package.  In 2015/16 336 people completed the R&S training, 90% of these online. In 2016/17, 396 people completed R&S training, 95% of these online.  The HR website also provides detailed information on recruitment and selection ( <a href="https://www.keele.ac.uk/hr/recruitmentandselectionsupportinformation/">https://www.keele.ac.uk/hr/recruitmentandselectionsupportinformation/</a> ).
Committed to ensure that all those involved in Recruitment and Selection are trained and keep their training up to date by completing it every two years. Within the training itself, ensure that the importance of the Person Specification is emphasised to ensure that objective measures are used in shortlisting.	Continue to ensure that recruiting managers complete recruitment and selection training every two years and refresh the training regularly. (Lead: HR)	<b>COMPLETED</b>  All panel members are checked by HR that they are fully recruitment and selection trained before partaking in the process. It is a requirement that the online training is refreshed every 2 years.  The importance of the Person Specification as an objective shortlisting and selection tool is emphasised throughout the new e-learning package.
The diversity profile of recruitment and promotion/rewards panels is reported to the University Executive Committee (UEC) on an annual basis. ☒	Diversity profiles to be continually reviewed. Continue to report to UEC (Lead: HR)	<b>ACTION CARRIED OVER</b>  Recruitment panels are checked by HR to ensure gender balance, however this data is currently not analysed or reported to UEC. ☒
Consider appropriate measures to address areas of workforce underrepresentation.	Design and develop a range of positive action measures to address any inequality in our staff profile, or barriers to progression. (Lead: HR & key stakeholders)	<b>COMPLETED</b>  Two Ticks has now been replaced by Disability Confident. The University is committed to the Disability Confident Scheme and displays this in all recruitment adverts to support disability positive action.  Positive action statements are placed on adverts for posts in academic departments that have been participating in Athena SWAN and where the roles have low female participation. The Athena SWAN logo is used on job adverts where the department holds an award.  All jobs available to external candidates are advertised on the University website <a href="https://www.keele.ac.uk/vacancies/">https://www.keele.ac.uk/vacancies/</a> .
Principle 2: Recognition and Value		
Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.		
Current Policy	Action 2015-2017	Progress (Nov 2017)
The University fully complies with the regulations for Fixed Term Employees (Prevention of Less Favourable Treatment) 2002.	Current policy and practice is already compliant with the Concordat and should be maintained. Continue to ensure that current policy and practice is adhered to. (Lead: HR)	<b>COMPLETED AND MONITORED</b>  Current practice is already compliant. HR review all contract templates following any change of legislation or internal changes that could affect the wording.
The Successfully Managing a Research Award workshop contains information on inter alia People Management for Principal Investigators, including managing staff on fixed-term contracts. Multiple services across the University contribute to this workshop.	a) The current face-to-face workshop attracts low numbers. We will run the face-to-face workshop in the current format in Spring 2016 and 2017. However, we will develop an online version on learning pool to make the training accessible when and where researchers need it, rather than when it is centrally scheduled. (Lead: HR & LPDC)  b) We will also commission an external provider to centrally deliver a grants workshop; before the end of the academic year–June 2016. (Lead: LPDC) ☒	<b>PARTIALLY COMPLETED</b>  For a second year running the Successfully Managing a Research Award workshop was cancelled due to very low numbers and 1-to-1 support offered instead. This continued for 2017. The online resources are still in development.  The grant writing workshop ran successfully on multiple occasions across multiple school/faculties, as well as centrally during the last quarter of 2016. Over 70 researchers attended the course. An evaluation was conducted 3-6 months after the sessions. 40% of respondents said that as a consequence of the session they had applied for a grant and 90% said they would recommend it to colleagues. ☒
All staff are required to participate in a SPRE or PPRE (Professional) which seeks to enhance performance development of individuals. A review of the effectiveness is being undertaken (October – December 2015) with recommendations to be put forward to the University Executive Committee (UEC).	Actions will be identified following the outcome of the review. (Lead: HR)	<b>COMPLETED AND MONITORED</b>  The review was undertaken during the last quarter of 2015 to review the effectiveness of the new SPRE process.  82% of respondents found the new SPRE process to be helpful for enabling conversations related to performance and contribution.  97% of respondents stated that new objective had been agreed with all reviewees and 87% planned to follow these up with further meetings during the year.  Only 1% of respondents found the reviewer workshop to be unhelpful.  The RDF was also used in some professional development conversations.  Five potential areas for development were identified as an outcome of the review.
We have a redeployment process in place which includes researchers who are approaching the end of their contract. This policy has recently been reviewed and is due for implementation.	Implement new redeployment procedure. In 2015, three Research members of staff were at risk, two of which were placed into alternative employment within the University. Aim to improve successful outcomes. (Lead: HR)	<b>COMPLETED</b>  The procedure was reviewed and is working effectively. HR review applications and successes of the redeployment processes regularly.  In 2016, five researchers were at risk on the redeployment register, four of these were sent details of alternative roles that they could consider as a redeployment opportunity, but only one made an application; they were successfully redeployed.

<p>Where promotions are considered, this is through a formal panel which takes account of expertise and experience to ensure a fair process. The diversity of applicants and successful promotees is recorded and reported upon.</p>	<p>Current policy and practice is already compliant with the Concordat and should be maintained. Continue to run workshops to support individuals who are considering promotion. <b>(Lead: HR)</b></p>	<p><b>COMPLETED</b></p> <p>The promotions panel sit on an annual basis and the diversity statistics are reviewed by University Executive Committee (UEC). This takes place between September and December each year.</p> <p>An annual promotion workshop is run by HR every June to help enable academic staff to prepare for promotion. The workshop is designed for Lecturers, Teaching Fellows and Researchers, regardless of their length of service, contract type or experience, who are interested in working towards the Senior level. Online guidance is also available at <a href="https://www.keele.ac.uk/hr/policiesproceduresandguidance/rewardpromotions/seniorlecturerseniorteachingfellow/">https://www.keele.ac.uk/hr/policiesproceduresandguidance/rewardpromotions/seniorlecturerseniorteachingfellow/</a></p> <p>In 2016, 42 delegates attended a University promotions workshop. A separate promotions workshop was also held in October 2015 for academic staff in Nursing and Midwifery (9 participants), where a particular need had been identified.</p> <p>In 2017, a total of 64 people attended a University promotions workshop - 36 delegates attended a promotion workshop to the senior level (SL, STF, SRF) and 28 delegates attended a promotion to Prof/Reader workshop.</p>
<p>Development and support to build leadership capability and capacity in line with the requirements of the new research leadership and management structures.</p>	<p>Following successful one-day event for Research Leaders from across the university, a further event to be developed for potential research leaders. Event will be delivered between January and May 2016. <b>(Lead: LPDC)</b></p>	<p><b>COMPLETED</b></p> <p>The 'Building a Vibrant Research Culture' and 'Next Generation of Research Leaders' events ran in 2016, with 59 and 62 attendees respectively. Bespoke in-house development programmes for strategic research leaders and for researchers leading subject/discipline groups are being developed in partnership with the LFHE. ☒</p>

**Section C: Support and Career Development**  
*Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.*  
*Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.*

Current Policy	Action 2015-2017	Progress (Nov 2017)
<p>Faculties and RIs induct new research staff. All new staff (regardless of role) undertake a Welcome to Keele session as part of the Keele Knowledge programme. Analysis of attendance data shows that it is reaching 97% of new staff. A Research Ethics workshop runs 3 times per year as part of the Keele Knowledge programme for new staff. Elements of induction – such as E&amp;D training – are also available online via Learning Pool.</p>	<p>The LPDC to explore how it can better support RI/FROs in the induction of research staff – for example by creating a research staff specific version of the current induction checklist. <b>(Lead: LPDC)</b></p>	<p><b>ACTION CARRIED OVER</b></p> <p>Due to a change of staff, the research staff specific induction checklist has not been implemented. However, plans are in place to consider drafting a researcher induction checklist for consultation. Additionally, investigation of how managers are made aware of checklists in general is required.</p>
<p>The new Personal and Professional Development (PPD) for Postdoctoral Researchers workshop (October 2015) is introductory and therefore best suited for new ECRs. It was promoted via the LPDC website and the new Postdoc Forum (a staff-led group).</p>	<p>Incorporate the new PDP resources for researchers that are being developed for April 2016 into the October 2016 workshop. Promote the October 2016 workshop directly to research staff via email. Once promotion of the workshop has been improved and content enhanced for 2016, review attendance data and feedback to assess if the workshop should run semesterly and how to increase reach and improve content for 2017 delivery. <b>(Lead: LPDC)</b></p>	<p><b>PARTIALLY COMPLETED</b></p> <p>The PDP resources were incorporated into the October 2016 workshop, which was promoted to research staff via email. However, due to a lack of interest, the October 2016 workshop was cancelled.</p> <p>This workshop is due to be reviewed.</p>
<p>Research staff can develop the transferable skills that they need to be effective researchers and highly-skilled professionals through accessing subject-specific support through their RI/FRO and a broad range of training and development through the LPDC (both face-to-face and online). 100% of LPDC researcher workshops are mapped to the RDF.</p>	<p>a) The number of LPDC courses aimed specifically at research staff is not extensive, though has increased over the last 2 years (e.g. in the areas of IP, Impact and Engagement, and research ethics). Through examining the results of the October 2015 researcher survey we can further develop our offer in areas that research staff have identified as a training need (for example, enlisting external providers to centrally deliver media training and a grants workshop).</p> <p>b) In 2015-16 we are inviting HEaTED (an organisation dedicated to supporting professional development of Technical staff) onto the Keele campus to run training courses in areas of relevance to research. We will evaluate the value of the HEaTED offer to support our researcher community.</p> <p>c) Develop Successfully Managing a Research Award into an online learning pool course (see Section B).</p> <p>d) The ability to book workshops through Keele People will mean that research staff can easily filter what is of relevance to their needs.</p> <p>e) Increase the number of research staff taking up training and development offered through the LPDC by at least 15% between November 2015 and November 2017.</p> <p>f) Sustain and develop existing relationships with training providers and develop new relationships to extend the range of workshops on offer. <b>(Lead: LPDC)</b></p>	<p><b>PARTIALLY COMPLETED</b></p> <p>There are just over 400 courses a year offered by the LPDC. A new Researcher Developer has been appointed to focus purely on the career development of researchers.</p> <p>Since October 2015, external providers have been brought in to deliver workshops including sessions on grant writing, writing for The Conversation, writing for publication and writing a book proposal.</p> <p>In addition to these, the Personal Effectiveness suite of courses are offered to all staff of the University covering personal and professional skills, including assertiveness, communication, dealing with conflict, project management, dealing with change. In 2016/17, 31 members of research staff attended at least one of these courses.</p> <p>Two short courses on Looking after your microscope and Health and Safety were held at Keele. Keele is a full member of HEaTED which means that all technical staff, including those involved with research have member of the organisation. This gives them access to networks, online course and a range of resources on professional development and career progression. Network events are advertised frequently via the LPDC weekly digest email, with 8 events being advertised during 2016/17. There has also been a webpage added to the LPDC pages about HEaTED. <a href="https://www.keele.ac.uk/lpdc/technical/heated">https://www.keele.ac.uk/lpdc/technical/heated</a>.</p> <p>Due to a change in staff, the online version of Managing a Research Award is yet to be implemented. A review is underway to decide on whether to make this an online course or a suite of online materials that can be referenced as required. This action has been carried over into the 2017-2019 plan.</p> <p>The new Keele People system is now up and running and provides the ability for research staff and PGR to search for courses relevant to their needs and to book onto courses.</p> <p>In 2013-2015, 518 research staff engaged in workshops offered through the LPDC. In 2015-2017, this number rose by 66% to 863.</p> <p>The LPDC uses eight external facilitators to run workshops, of which four are new since Nov 2015.</p>
<p>Keele now has a set of easy to use templates to help manage or lead a project and a Leading Projects workshop is available as an open or bespoke programme.</p> <p>The Project Management methodology and templates are available on the LPDC website.</p>	<p>Contact Research Support Services to inform them of the new project management methodology, website and tools for sharing with the researcher community. Project management information and links to the new website to be shared on RSS website and with RIs/ FROs by end of December 2015 <b>(Lead: LPDC)</b></p>	<p><b>COMPLETED AND MONITORED</b></p> <p>The LPDC is delivering regular workshops on Effective Project Leadership to support the use of the internal project management process. These courses run three-four times a year and are regularly fully subscribed. Since Nov 2015, 82 people have attended the course.</p> <p>The course uses the project management templates and methodology which are available on the LPDC website at <a href="https://www.keele.ac.uk/lpdc/resourcesarchive/projectleadership/">https://www.keele.ac.uk/lpdc/resourcesarchive/projectleadership/</a></p>
<p>Anonymous data on centrally-provided workshop attendance is fed back to University Postgraduate Research Committee. We have found this a useful process in developing our postgraduate researcher offer and monitoring year on year engagement and trends.</p>	<p>Collect and analyse anonymous data on the attendance of research staff at workshops and report forward to Research Committee, so that we can develop our research staff offer and monitor year on year engagement and trends. Aim to increase the number of research staff taking up training and development offered through the LPDC by at least 15% between November 2015 and November 2017.</p> <p>Investigate how the current records system and the Keele People system (that we are moving to) can extract research staff data from data on academic staff in general. As research staff may fall under a range of job titles, we need to ensure that we are capturing the relevant information. <b>(Lead: LPDC and HR)</b></p>	<p><b>ACTION CARRIED FORWARD</b></p> <p>Reports to Research Committee are not yet established. A new records system was implemented in August 2016, but issues have arisen in the data that is available and cross-referable. However, reports on PGR attendance numbers are submitted to University Postgraduate Committee and then up to University Research Committee.</p>
<p>The LPDC and Careers and Employability Service annually deliver Broadening Horizons which takes a broad-minded approach to researcher careers. In Spring 2015, Broadening Horizons ran as two separate courses (one for PGRs and one for ECRs) and was adapted from a 2 day course to 1 day, in recognition of time constraints on busy researchers.</p>	<p>We annually review and refresh this course to make it more attractive and accessible to our researchers. For 2016 delivery we have moved to 2 half days, to allow a week in between delivery to process and reflect upon learning and undertake preparatory tasks. <b>(LPDC and Careers and Employability)</b></p>	<p><b>COMPLETED</b></p> <p>In March 2017, the Broadening Horizons course ran as 1 full day with both PGRs and ECRs in attendance. The course will be reviewed for the academic year 2017/18.</p>

Staff access advice on career management from their line manager, RI/ Faculty Research Office and Research Support. The LPDC and Careers deliver Broadening Horizons annually.  An annual email to research staff is sent out from the LPDC in November to highlight local and national career and professional development opportunities available.	LPDC to scope careers support practice for early career researchers in the sector and use this to inform discussion with key University stakeholders, with a view to making any necessary changes for the start of the 2016/17 academic year. <b>(Lead: LPDC)</b>	<b>COMPLETED</b>  A scoping questionnaire was circulated to HEIs to gather information on careers support practice for early career researchers in the sector. Unfortunately the response rate was low and there is insufficient information to make changes based on the responses.
Support and development re. research impact is provided by the RI/FROs, DEP and LPDC.  The LPDC piloted Vitae's Making Your Mark - Introduction to Impact and Engagement course in 2013 and it is scheduled as part of our offer for January 2016.	Engaging Researcher continues to run annually. Making your Mark is taking place in January 2016 and will be delivered by the facilitator who ran the 2013 pilot workshop. <b>(Lead: RI/FRO, DEP &amp; LPDC)</b>	<b>COMPLETED</b>  The Engaging Researcher and Making your Mark both ran in 2016 & 2017 attracting 29 and 13 researchers respectively. These two courses are reviewed annually as part of the LPDC's offer to researchers.
The University is piloting an Impact Acceleration Fund to accelerate and catalyse all types of non-academic research impact and enhance the process of getting research outcomes into beneficiaries and wider society. All researchers across Faculties/Schools and Research Institutes are eligible to apply for funding to support the full range of non-academic research impact activities.	Impact Acceleration Fund Pilot is underway <b>(Lead: DEP)</b>	<b>COMPLETED</b>  The Impact Acceleration Fund pilot was launched in 2015/6 with the purpose to accelerate and catalyse all types of non-academic research impact. The pilot received a total of 27 applications and 17 projects from across all three faculties were funded.  A second round of Impact Acceleration funding has been proposed with a more targeted focus of supporting and developing REF submittable Impact Case Studies.
Writing for publication workshops were delivered by an external facilitator in November 2013 and will be again delivered in February 2016. In October 2015 a member of LPDC staff undertook training in delivering writing retreats.	LPDC to work with RIs/FROs and staff in establishing the most appropriate way to deliver writing support in their area, such as research staff only provision; staff and PGRs together; Faculty-specific; cross-discipline, etc.  To begin, run a workshop enabling the sharing of current practice around writing retreats; outlining the structured writing retreat model; and leading a mini-retreat by the end of the academic year. Ensure that there is representation from across the FROs/RIs  <b>(Lead: LPDC working with RIs/FROs and staff)</b>	<b>COMPLETED</b>  Writing retreats have been delivered monthly by the LPDC since June 2016 and are very popular, with many being close to or fully subscribed.  Localised events are also run within Schools and include full-day, half-day and lunchtime writing retreats. More work is required to see if this practice can be extended to other schools and RIs.  A Writing for Publication workshop, delivered by an external facilitator, ran in February 2016 and May 2017 with a total of 73 attendees from across the University, including 25 PGRs. These courses were oversubscribed and requests have been received asking when they will be running again.  Writing a Book Proposal, delivered by an external facilitator, ran for the first time in May 2017 and attracted 14 research staff and 3 PGRs.
Keele has created the post of Research Support Librarian (November 2014). The role includes: providing advice and support on information resources and literature searching; offering training on Keele's reference management software, RefWorks; and fielding enquiries on Open Access publishing, the Keele Research Repository and copyright. The Research Support Librarian is running a range of workshops for research staff and postgraduate research students, advertised via the LPDC, including sessions on RefWorks and on Publishing Research Open Access Using the Keele Publications Database. They have also delivered a half-day workshop on databases as part of the Postgraduate Researcher Development Days.	To continue running workshops. <b>(Lead: Research Support Librarian)</b>	<b>COMPLETED</b>  There are now two Research Support Librarians in post. A number of courses have been run by them which are of relevance to researchers and have good turnouts. These courses include: * Publishing your Research Open Access with the Keele Publications Database * RefWorks Basic * RefWorks Advanced * Impact Factors for Research * PGR (2016) / Researcher (2017) Summer School sessions on: - Literature Searching & Reference Management - RefWorks - Impact  The workshops and the attendance are reviewed annually.
The annual Staff Performance Review and Enhancement (SPRE) scheme applies to all staff.	Ensure researchers on fixed-term contracts participate in SPRE as mandated in Keele's Fixed-term Working Policy and Procedure. Ensure that 100% of Research Staff undertake/engage with SPRE process. <b>(Lead: HR)</b>	<b>ACTION CARRIED FORWARD</b>  2015 completion rate for the University 87.3% 2016 completion rate for the University 93.21% 2017 completion rate for the University 95% A questionnaire was sent out to all SPRE reviewers in October 2015 to gather feedback on the SPRE process. As a result of this, the associated forms, guidance notes and existing training packages were revised.
All research staff have a mentor.	Further develop the Mentoring at Keele resources to support mentoring within a research context.  Ensure mentoring training highlights resources available to support the personal and professional development of researchers.  Develop current Meaningful Mentoring workshop to offer a research specific core workshop. Provide separate research mentoring workshop/s between January and March 2016. <b>(Lead: LPDC)</b>	<b>PARTIALLY COMPLETED</b>  The Keele Coaching Framework has gone live and resources are available on mentoring. <a href="https://www.keele.ac.uk/lpdc/keelecoachingandmentoring/">https://www.keele.ac.uk/lpdc/keelecoachingandmentoring/</a>  The Meaningful Mentoring workshop now talks about mentoring in an academic context. However, there hasn't been any training offered specifically for researchers, rather than for those in academic roles.  An external facilitator, David Clutterbuck is scheduled to run a mentoring masterclass in December 2017.
The Learning and Professional Development Centre provides a Professional Development Toolkit for staff. The new PPD for Post Docs workshop promoted Vitae's Professional development planning for researchers online course (PDP ROC) and the RDF.	Review Personal and Professional Development resources and activity for end of December 2015.  Develop a set of Personal and Professional Development resources for researchers on the LPDC website for April 2016. <b>(Lead: LPDC)</b>	<b>COMPLETED</b>  A webpage has been added to the LPDC site, detailing the resources available to researchers through Vitae, including the RDF and PDP ROC. <a href="https://www.keele.ac.uk/lpdc/research/vitaeresources/">https://www.keele.ac.uk/lpdc/research/vitaeresources/</a>  There is also a section detailing other external resources available to researchers, including a career development guide and links to external resources. <a href="https://www.keele.ac.uk/lpdc/resourcesarchive/researchers/">https://www.keele.ac.uk/lpdc/resourcesarchive/researchers/</a>
Researchers who teach or demonstrate are provided with teaching support and development via the LPDC and have access to the Keele CPD route to HEA Fellow.	Publish a Teaching Development Framework to clearly articulate the pathways and choices available.	<b>COMPLETED</b>  The Teaching Development Framework was approved in April 2016 and is now available on the Keele website at <a href="https://www.keele.ac.uk/policyzone/viewbyowner/humanresourcesandstudentservices/name,153188,en.php">https://www.keele.ac.uk/policyzone/viewbyowner/humanresourcesandstudentservices/name,153188,en.php</a>

<b>Section D: Researchers' Responsibilities</b>		
<i>Principle 5: individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.</i>		
<b>Current Policy</b>	<b>Action 2015-2017</b>	<b>Progress (Nov 2017)</b>
There is a University Policy and Procedure for Research Misconduct that is available to all staff through the intranet.	Current policy and practice is already compliant with the Concordat and should be maintained. <b>(Lead: HR and DEP)</b>	<b>COMPLETED</b>  Current policy and practice is compliant with the Concordat. The documentation was updated in September 2016 and is reviewed every two years. It is available online at <a href="https://www.keele.ac.uk/media/keeleuniversity/hr/disciplinegrievanceandraisingconcerns/Research%20Misconduct%20Policy.final.pdf">https://www.keele.ac.uk/media/keeleuniversity/hr/disciplinegrievanceandraisingconcerns/Research%20Misconduct%20Policy.final.pdf</a>
A Research Ethics workshop runs 3 times per year as part of the Keele Knowledge programme for new staff and is well-attended.	Established with scope to expand the places available to meet demand. <b>(Lead: LPDC and Research Support)</b>	<b>COMPLETED</b>  The course continues to run annually, three times a year. In 2015/16, 26 people attended the course and in 2016/17 16 people.  The course is reviewed annually as part of the review the LPDC researcher training offer.

Researchers' development requirements and activities should be discussed and monitored as part of their SPRE.	Explore how the RDF can better inform SPRE discussions with research staff. <b>(Lead: LPDC and HR)</b>	<b>ACTION CARRIED FORWARD</b> A questionnaire was sent out to all SPRE reviewers in October 2015 to gather feedback on the SPRE process. Only 10% of the respondents stated that they had used the RDF in their reviews. A proposed area for development, which will be carried forward to the 2017-2019 action plan, is to develop templates and guidance for using professional frameworks (RDF, UKPSF, AUA) within SPRE discussions.
Researchers can use Pebblepad (e-portfolio) to record their Personal and Professional Development planning and CPD activities.	Pebblepad was highlighted in the PPD for Post Docs workshop as one option for reflecting on and recording development. Add this information to the LPDC web resources for researchers webpages. <b>(Lead: LPDC)</b>	<b>COMPLETED</b> The LPDC webpage has been updated to include links to resources that researchers can use for their Personal and Professional Development, including PebblePad. <a href="https://www.keele.ac.uk/lpdc/resourcesarchive/researchers/">https://www.keele.ac.uk/lpdc/resourcesarchive/researchers/</a>  A new webpage has been added detailing the resources that are on offer from Vitae. <a href="https://www.keele.ac.uk/lpdc/research/vitaeresources/">https://www.keele.ac.uk/lpdc/research/vitaeresources/</a>
IP workshop now runs annually.	Workshop ran December 2014. Format for delivery during 2015-16 academic year to be decided by DEP. <b>(Lead: DEP)</b>	<b>ACTION CARRIED FORWARD</b> Due to restructuring, the IP workshop hasn't run since December 2014. However, a workshop is scheduled for January 2018 to be delivered jointly by Enterprise and Partnerships and the University solicitors.

**Section E: Equality and Diversity**  
*Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.*

Current Policy	Action 2015-2017	Progress (Nov 2017)
Where promotions are considered, this is through a formal panel which takes account of expertise and experience to ensure a fair process. The diversity of applicants and successful promotees is recorded and reported upon.	Current policy and practice is already compliant with the Concordat and should be maintained. Maintain current practice. <b>(Lead: HR)</b>	<b>COMPLETED AND MONITORED</b> Following the 2015-2016 promotions round it was noted that the success rate for women applying for promotion to professor was lower than that of male applicants. However, when expressed as a percentage of the pool of available staff there was little difference in terms of gender.  In the 2016-17 promotions round, the success rates for female applicants have been higher than for male applicants at Professorial, Readership and Senior Lecturer level. There were also 3 successful cases for females at Senior Research Fellow level. There was only 1 applicant for promotion to Senior Teaching Fellow from a male, who was successful.  The promotions committee, which sits annually now looks at the data in terms of ethnicity, disability and age, as well as gender. However, due to the very small numbers involved it is difficult to draw any conclusions on equality.
Women are encouraged to apply for promotion to Senior Research roles through the University's promotions procedure. A series of workshops are held each year to provide all relevant staff with the information and tools to apply for promotion.	Maintain current practice. <b>(Lead: HR)</b>	<b>COMPLETED AND MONITORED</b> In 2016, 42 delegates attended a University promotions workshop. A separate promotions workshop was also held in October 2015 for academic staff in Nursing and Midwifery (9 participants), where a particular need had been identified.  In 2017, a total of 64 people attended a University promotions workshop - 36 delegates attended a promotion workshop to the senior level (SL, STF, SRF) and 28 delegates attended a promotion to Prof/Reader workshop.
The University has a commitment to support gender equality and make opportunities available to women researchers and leaders	Promote and monitor researcher engagement with the Springboard development programme and the Leadership Foundation for Higher Education Aurora programme.  The Keele Forward initiative is being developed to build capacity for and accessibility to leadership/committee roles.  <b>(Lead: LPDC)</b>	<b>COMPLETED</b> In 2016, 14 people attended the Aurora course and 25 the Springboard course.  A review of the Springboard course was conducted in August 2016. Five recommendations were made, with the main being that the Springboard programme should continue, with evidence showing that participants have become more adaptable, confident, assertive and have taken on greater responsibility as a consequence of taking part in the programme.  LPDC reported on mentoring schemes to the University SAT, stating that the University was on target to meet the Athena SWAN objective of having 50 women on University-wide mentoring schemes by 2017
The University is committed to ensuring staff are appropriately trained in equality and diversity as part of its Equality Objectives and action plan. All new employees receive E&D training as part of their central induction (Keele Knowledge Programme) and E&D is well embedded into a range of core courses, for example the Supervisor Development Programme and the PG Certificate in Teaching and Learning. A range of bespoke training has also been undertaken throughout the year.	The LPDC are developing mechanisms to further integrate E&D into the development of all learning programmes, including the use of Vitae resources to support the researcher community.  Unconscious Bias training will be offered within the core learning and development offer.  <b>(Lead: HR and LPDC)</b>	<b>COMPLETED</b> Training on Unconscious Bias & Respect in the Workplace has taken place in Schools/RI's as part of their commitments to Athena SWAN (School of Medicine / Institute of Science and Technology in Medicine and Psychology).  Council and SMG (now ULG) had Unconscious Bias training. In December 2016 workshops on E&D and Unconscious Bias will be held for those in research leadership roles  Bespoke sessions on Unconscious Bias have taken place for REF readers. Work is in the planning stage to tackle issues of 'every day sexism' and promote a zero tolerance approach starting with Keele's senior management.  Equality and Diversity training is included as part of the Keele Welcome workshop, which all new staff must attend.  A seminar on student attainment gaps "Critical Explorations of Differential Degree Outcomes: through and beyond 'race'" was delivered by the LPDC. Keele staff have been enabled to attend seminars outside of Keele on race equality in order to inform future training sessions.
Keele participates in a number of external frameworks, such as Stonewall Diversity Champions Programme, 'Two Ticks' and Athena SWAN/ gender equality mark charters to raise the profile of the University as an employer of choice.	A Stonewall submission has been made. An accompanying questionnaire has been sent out for completion. Awaiting outcome of submission and any recommendations. <b>(Lead: HR)</b>  Continue with the Athena SWAN programme of activity, supporting the following areas across the University with their Athena Swan submissions: - School of Nursing & Midwifery (Bronze) – Nov 2015 - School of Law (Bronze) – 2016 - Research Institute for Primary Care and Health Sciences (Gold) – April 2016. - School of Psychology (Silver) – 2016 Additionally, during 2016, support the resubmissions from the School of Computing & Maths (Bronze) and the School of Pharmacy (Silver). <b>(Lead: HR)</b>  Renew Department for Work and Pensions 'Two Ticks' Mark. <b>(Lead: HR)</b>	<b>COMPLETED AND MONITORED</b> In 2016, the University was placed 237/415 in the Stonewall Workplace Equality Index. Recommendations included a need to give more targeted training to managerial staff. This has been taken on board as part of our Unconscious Bias training, for those in leadership roles.  In 2017, the University was placed 262/439 in the Stonewall Workplace Equality Index. Recommendations again included a need to target training and services more specifically to issues of sexuality and gender identity. Members of the HR team have participated in ECU's training on Improving Experiences of Trans Staff and Students, with the aim of understanding and promoting best practice at Keele.  In September 2016, the School of Psychology was awarded a Bronze renewal following submission in April 2016. Some of the submissions have been delayed from the original plan, as Schools have found it difficult to dedicate the required time to the process.  In April 2017, the School of Computing & Mathematics was awarded a Bronze award. iPCHS's Silver was extended but they will need to resubmit in April 2018. The School of Law and the School of Pharmacy applied for awards in April 2017 and both successfully achieved the Bronze award. All schools in the Faculty of Humanities and Social Sciences now have Athena SWAN Champions in place.  Issues relating to disability have been discussed within the Diversity Champions group and are being fed to the relevant departments (Estates & Student Support). The Disabled Staff network was re-launched in September 2017 as part of the People Strategy launch.

<p>The University has a strategic commitment towards internationalisation and fostering good relations on campus.</p>	<p>International Women's Day will be held again in 2016, plus additional events coordinated by the Policy and Development Officer (Student Experience and Equalities). <b>(Lead: HR &amp; SS)</b></p>	<p><b>COMPLETED</b></p> <p>The Internationalisation Strategy to 2020 has been published.</p> <p>The People Strategy was published in September 2017. International Women's Day was held in 2016 with an attractive line-up of speakers and good attendance (ca. 80 people). <a href="https://www.keele.ac.uk/athenaswan/events/previousevents/title,149555,en.php">https://www.keele.ac.uk/athenaswan/events/previousevents/title,149555,en.php</a></p> <p>This was followed in 2017 by a number of events which were held during the week of International Women's Day 2017, including local events in the subject areas relating to Psychology, Pharmacy and Physics. <a href="https://www.keele.ac.uk/athenaswan/events/title,167774,en.php">https://www.keele.ac.uk/athenaswan/events/title,167774,en.php</a>. A networking lunch for the Keele women staff network and those who had participated in women's development and leadership programmes, introduced by the VC, the PVC for Teaching and Learning and the Athena SWAN Institutional Champion was held where delegates were asked to consider the IWD 2017 theme #BeBoldForChange.</p> <p>The staff LGBT society held an event to mark 50 years since decriminalisation of male homosexuality in the UK, which was well attended by Keele staff, students and members of the local community.</p> <p>Student Support have also been very active in promoting good relations on campus. In particular, they have carried out a very successful active bystander campaign and campaigns around sexual violence and consent. They have also organised a number of events together with students around Black History Month, Disability History Month and LGBT History Month.</p> <p>Keele Communities Together launched on 24 October 2016, and was the start of a new set of annual initiatives. In particular, in 2016, they looked to support Keele's EU staff and students over BREXIT. <a href="https://www.keele.ac.uk/equalitydiversity/keelecommunitiestogether-events/">https://www.keele.ac.uk/equalitydiversity/keelecommunitiestogether-events/</a></p> <p>A calendar of events and activities to acknowledge and celebrate key equality &amp; diversity campaigns throughout the year were held during the academic year 2016/17 and have been planned for 2017/18.</p>
<p>The University has a suite of Family friendly working policies and an on-site Day Nursery.</p>	<p>Ensure policies are kept up to date with relevant legislation. <b>(Lead: HR)</b></p>	<p><b>COMPLETED AND MONITORED</b></p> <p>Policies that go beyond the relevant legislation, and are seen as sector-leading are being discussed as part of the University commitment to Athena SWAN.</p> <p>All family friendly policies have been updated in 2015/16 in line with relevant legislation and are available online at <a href="https://www.keele.ac.uk/hr/policiesproceduresandguidance/">https://www.keele.ac.uk/hr/policiesproceduresandguidance/</a></p>