

**Glossary of Terms**

FO	Faculty Offices	KIITE	Keele Institute for Innovation and Teaching Excellence.
HR	Human Resources	MAC	Marketing and Communications
OD	Organisational Development	RIE	Directorate for Research, Innovation and Engagement
KDA	Keele Doctoral Academy (new central service launching Jan 2020)	SAS	Student and Academic Services
ASSG	Academic Staffing Strategy Group	ASG	Academic Strategy Group
REC SAT	Race Equality Charter Self Assessment Team	ULG	University Leadership Group
KPA	Keele Postgraduate Association	CGRR	Concordat Action Group Faculty Researcher Representatives - to include at least 1 Early Career Researcher (ECR), 1 PDRA, 1 Manager/PI, 1 other researcher.
ILAS	Institute for Liberal Arts and Sciences		

**Recruitment, Selection and Retention**

*Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.*

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Review Date	Success Measures
1	Our agreed target female representation in the professoriate (35% by November 2020) and at Senior Lecturer level (50% by November 2020) is registered at the outset of appropriate appointment and promotion panels (embedded as part of the previous action plan (Principle 1 Action 4 2017-19) . Progress towards the representation targets will be monitored by the Equality Diversity and Inclusivity (EDI) Steering Group and supported by positive action in relation to promotions (promotion mentoring and active identification of females approaching promotion through the appraisal process).	1, 4, 6	HR	Jan 2021	Reach the 35% professorial and 50% Senior Lecturer representation targets
2	Recording the gender profile of all interview panels is now embedded in our online recruitment system Keele People and recruitment guidance has been updated to enable gender balance on panels. We will now implement monitoring of the gender and ethnicity profiles with the aim of reducing the gender gap in shortlisting and ensuring the proportion of BAME candidates at the application stage is consistent at shortlisting and appointment stages	1, 4, 6	HR	Nov 2020 Feb 2021 Nov 2021 Feb 2022	Gender: Benchmarking percentages will be established for 2019-20 by Nov 2021 the target is a 5% reduction in the gender gap in shortlisting and appointments . Ethnicity: by Feb 2022; proportion of BAME academic staff increase to; 24.1% at shortlisting and 22.2% at appointment stages, monitoring on mid way progress Feb 2021.
3	<b>Ensure provision of good employment conditions that aim to have a positive impact on researcher wellbeing</b>	New principles			
a)	Develop and launch new workload allocation principles for academic staff (including researchers), ensuring that workloads are set and managed in a fair and consistent manner across the university. CROS 2019 highlights the issue of time allocation for research-active staff, this action will help provide clarity and consistency for all researchers.	Environment & Culture 1	ASG	Aug 2020	New document approved, communicated to all academic/research staff and embedded in annual planning processes
b)	Develop and implement a programme of training to ensure that managers across the University are informed, confident and able to engage in conversations with staff around health and wellbeing available from recruitment and throughout employment.	Environment & Culture 1	AD, OD	Aug 2020 Aug 2021	Develop and implement training to raise awareness and understanding of wellbeing and its support. Monitor and record numbers of attendees.
c)	Supporting the wellbeing of researchers - research-only staff to be consulted to help develop the support offer which is expected to include, workshops, networking and forum opportunities	Environment & Culture 2	SAS	Sept 2020 Sept 2021	Levels of researcher engagement in the consultation recorded (numbers, job role and as a percentage of research active staff). Support package and monitored - researcher numbers participating and feedback used to develop the offer.

**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.*

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Review Date	Success Measures
5	<b>Using staff appraisal effectively to support researcher Career and personal Development</b>				
a)	All staff are required to participate in a SPRE (Staff Performance Review Exercise) or PPRE (Professorial Performance Review Exercise) which seeks to enhance performance development of individuals. Improvement has been made during 2017-19 in the percentage of researchers partaking in the SPRE or PPRE process but the university target (KPI) of 95% of eligible staff having a SPRE or PPRE in 2019 has not been realised. Training and awareness raising will continue in order to meet our goal of 100% of eligible staff having a SPRE/PPRE.	1, 2, 3, 4, 6	HR	Sept 2020 & 2021	2020: 95% of staff have a SPRE/PPRE 2021: 100% of staff have a SPRE/PPRE
b)	While uptake of staff appraisal is high, 30% of CROS and PIRLS 2019 responders indicate that the appraisal's effectiveness for personal and career development could be improved. Review SPRE training content, guidance and forms.	1, 2, 3, 4, 7	HR, OD, KIITE	Nov 2021	SPRE training and forms updated where necessary and evidence of an improvement in usefulness of appraisal (annual SPRE) monitored through the data from annual surveys for researchers.
6	To evaluate the postdoctoral fellowship scheme (running since 2017 in the School of Humanities) in order to provide guidance on opportunities to further develop the existing scheme in Humanities; and a framework and case study for the Faculties of medicine & Health Sciences and Natural Sciences to review and consider trialling a fellowship scheme. (This builds on Principle 2, action 11a and b 2017-19).	6	Humanities, FO's	Aug 2020	Survey and analysis to be completed and used to inform practice, questions to include review of how effective the fellowship is in supporting early career development and career opportunities.
7	Deliver a second wave of the coaching pilot programme for mid-career researchers in the Faculty of Natural Sciences & the Faculty of Medicine & Health Sciences	2, 6	FOs, RIE	Jul 2020	A minimum of 4 research staff to undertake the programme during 2019-20
8	<b>Develop and support leadership capability and capacity of new research leaders.</b>				
a)	Develop and launch the new Academic Leaders Programme, a bespoke programme, delivered with support from Advance HE, that will provide training for new academic leaders. This programme includes action research projects under 2 distinct strands a) research and b) teaching	2, 3, 6.	KIITE, RIE	Jul 2020 Jan 2021	Programme is developed, delivered (7 staff in research leadership roles are attending this year) and evaluated during 2019-20, with feedback used to inform development of a further programme during 2020-21.
b)	Launch a Research Leaders Network, bringing together academics with leadership responsibilities across the university to discuss challenges and share best practice	2, 3, 6.	PVC, RIE	Jul 2020	Monthly meetings are held, chaired by the PVC R&E
9	Launch a Keele Doctoral Academy (KDA) to ensure alignment between the postgraduate research community at Keele and the University's research, teaching & learning strategies; and act as a bridge between central and faculty support functions, ensuring these operate effectively and with a focus on providing an excellent postgraduate student experience.	3, 6	PVC, RIE	Jul 2020	The KDA is launched, with a web presence, strategic and operational plan, implementation of which is monitored and evaluated by the University Doctoral Academy Committee
10	<b>Review quality standards and effectiveness of Keele's PGR supervision</b>				
a)	Review Keele's PGR supervisor training offer and explore opportunities for: (1) development of a PGR Supervisor Training portfolio; (2) use of blended / online learning. (3) Development and dissemination of tools to support recording of training in portfolio form	6	KIITE (AD), KDA	July 2020 July 2021	Launch of a revised PGR Supervisor training offer, with ongoing evaluation embedded and attendance numbers monitored.
b)	Promote refresher training for existing supervisors to ensure parity and high quality supervision standards are in place across the university	6	KIITE (AD), KDA	July 2020 July 2021	Uptake of refresher training is monitored, with consideration given to making this mandatory if uptake is low.
c)	Create and make available via the website a researcher supervisor toolkit to provide updates and guidance and promote it	6	KIITE (AD), KDA	July 2020 July 2021	Toolkit is launched and made available on the website, download numbers are monitored and feedback requested and reviewed on effectiveness
11	<b>Recognise, celebrate and share researcher contributions</b>				
a)	Promote the Keele Excellence Awards to all researchers, researcher awards are available for Public Engagement (new award 2018) and Research Support.	1, 6	HR, RIE, VCO	Aug 2020	At Keele nominations to the award scheme are monitored with the PVC to acknowledge and respond to all applications (including those that are unsuccessful). Nominations and winners will be analysed by job family so that researchers can be identified and compared to overall populations. Aim to see an improvement in research staff nominations year on year.
b)	Use internal communication tools to share regular inspirational examples (stories/case studies) of research at Keele, including ECR activities, to inspire and spread awareness.	4, 3, 7	MAC, RIE, KIITE, KDA	Aug 2020 Sept 2021	At Keele nominations to the award scheme are monitored, with the PVC Research & Enterprise to acknowledge and personally respond to all applications (including those that are unsuccessful). Nominations and winners will be analysed by job family so that researchers can be identified and compared to overall populations. Aim to see an improvement in the number of research staff nominations year on year.
c)	Organise a university-wide Celebrating Impact Festival, to share examples of impactful research taking place across the university	4, 3, 7	RIE	Sep 2021	Researcher attendance will be monitored as a percentage of the overall attendance (target is a minimum of 50 attendees) Research-only staff feedback to be specifically sought and evaluated.

**Support, Career Development and Training**

*Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.*

*The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.*

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Review Date	Success Measures
12	<b>Mentoring Provision</b>				
a)	Provide promotion-specific mentoring to women and BAME staff in the year that they wish to make a promotion application. Mentoring is advertised alongside annual promotions workshops and potential candidates may request to participate in the scheme	3, 6	HR	Sept 2020 Sept 2021	All candidates who request a mentor are offered one. Candidates report that the mentoring was useful. Reduction in the gap between male and female responses to statements relating to promotion support is reduced by 1/3rd (assessed through responses in the next Athena SWAN institutional survey)

b)	All staff, though we are targeting women and BAME staff, identified at appraisals as being within 2 years of promotion to be offered a mentor. We aim to increase the number of women and BAME staff applying for promotion, ensure their applications are timely and improve the success rates of both groups.	3, 1, 6	HR	Sept 2020 Sept 2021	3 women per Faculty to be offered a mentor. 15% increase in women coming forward for promotion (across all levels) by 2020. Increase success rate of women and BAME staff to support institutional representation targets of: 35% female professoriate by Nov 20, 50% female Senior Lecturer by Nov 20; 8.4% BAME professoriate by Feb 22, 5.6% BAME Senior Lecturer by Feb 22
c)	Encourage more research staff to complete the online course Introduction to Mentoring. The course was completed and made available for the 2018/19 academic year, 17 participants have completed the course but none are researcher only staff.	3,4,5	OD, AD, HR, CGRR	Jul 2020	Increased completion numbers (all staff) and specifically participation by 10% of research-only staff
13	<b>Ensure all researchers are aware of the Research Concordat and HR Excellence in Research Award</b>		All involved		
a)	Develop and awareness campaign for all staff and PGRs and embed a briefing in appropriate events, for example the PGR supervisor training programme and the University wide PGR induction and post-progression briefing.	2, 3, 5, 7, 9	KIITE, KDA, MAC	July 2020 July 2021	Campaign launched and awareness training embedded in the training events mentioned. Questions relating to the Concordat and HR Award awareness included in appropriate event evaluations and surveys.
b)	Launch an awareness raising campaign for leaders, to include: (1) regular updates to Research Committee and Senate on implementation of the Concordat Action Plan; (2) review of website information; (3) briefing to ULG; (4) briefing to research leaders network	2, 3, 5, 7, 9	RIE, KIITE (AD)	Aug 2020 Aug 2021	(1) Annual reports to Research Committee and Senate; (2) development of new and improved website materials; (3) briefings provided at ULG and Research Leaders Network meetings
14	Improve visibility of all Keele's researcher training offer across the university (central and faculty), use feedback and issues impacting the sector to refresh the offer and ensure it remains up to date.	1, 2, 3, 8	All involved	Aug 2020 Aug 2021	Report documenting changes relating to feedback and sector issues and showing increased engagement with training through feedback and attendance figures.
15	<b>Supporting researchers' wellbeing and mental health</b>				
a)	Through delivery of the Office for Students Start to Success Project, provide role relevant mental health training to staff across the institution who directly support our students and their mental health and wellbeing needs.		HR & SAS	Dec 2021	Identification of relevant staff who directly support our students mental health and wellbeing. Provide sustainable, role-relevant training to identified groups of staff including researchers and PGR's.
b)	Launch a range of face to face and online training and guidance to all-staff in relation to supporting their own mental health and wellbeing. A student face to face training and support programme will also be launched.	NEW Concordat principles	OD, HR, KIITE	Sept 2021	Launch of University Health and Wellbeing Strategy in January 2020 - followed by the implementation of training opportunities for staff including Researchers (including fixed and short-term contracts). Launch of the student programme.
c)	Keele is fortunate to have a Postgraduate Association (KPA), this association plans to launch a student led mental health project to support the wellbeing of all PGR students.		KPA	Jun 2020	Evidence of implementation, progress of the project, monitoring PGR engagement data and feedback on effectiveness .
16	Review opportunities to enhance existing career support and training for postgraduate research students and ECRs, with a particular focus on: (1) enterprise and entrepreneurship (2) access to a digital careers platform and careers advice (3) finding and completing applications for fellowship programmes (4) provide careers events specifically for PGRs	1, 2, 3, 4, 8	KIITE (Careers and Employability Team and Entrepreneur in Residence, AD), KDA	July 2020 July 2021	Include PGR recruiters in annual Career Fair. Offer at least 1 other event that is researcher careers focussed a year. Monitor PGR/ECR numbers attending Career events, use of the online careers platform and interactions with enterprise and innovation. Number of supported applications and success rate for Fellowships for 2020 and 2021
17	<b>Ensuring high research standards through research governance, ethics and integrity</b>				
a)	Introduce online delivery of research governance, ethics and integrity training	3, 2, 5, 6	RIE	Jul 2021	Training is online and accessible by all researchers.
b)	In ongoing support for high standards and consistency in Ethics panels (action 21 2017-19 plan) a 12 month project is now underway to develop online training modules for both applicants and on-going training for panel members.	3, 2, 5, 6	RIE	Aug 2021	Launch of two online modules per year, researcher participation (enrolments and completions) to be monitored following launch of each module and feedback evaluated.
18	Complete the development of online resources to support the management of a research award, that can be accessed by researchers as required. (continued from P2, action 6 2017-19)	2	RIE, KIITE	Dec 2020	Course available on online learning platform with ongoing monitoring of researcher enrolments and completions, and evaluation of feedback from users.
19	Organise an annual Research Talks Seminar Series that aims to improve researcher awareness and understanding of the landscape of research within the UK, with a particular emphasis on funding, integrity and engagement	4,6	RIE	Jul 2021	Organisation of at least 5 sessions per year. Researcher registrations and attendance to be monitored .
20	Develop a bespoke global challenges research training programme, drawing on external expertise to upskill Keele researchers on development and delivery of global research projects		RIE	Jul 2020	Organisation of at least 3 sessions per year. Researcher attendance to be monitored and feedback evaluated.
21	Carrying out focused work with researchers to explore barriers and enablers to undertaking training and development in light of the proposals set out in the new Concordat	NEW 3.1	KIITE, RIE	Aug 2020, Aug 2021	Regular discussion item at Concordat Action Group, focused discussions to be held with Research Leaders Network and with research staff at all levels as part of faculty focus groups. Analysis of Responses to overcome barriers and enable research development.
22	Promote opportunities for placements and internships with non academic organisations	1, 2, 4, 7	KIITE, RIE	Jul 2020	Opportunities circulated to relevant staff, support provided for development of applications, case studies developed for successful activities and used to promote engagement
23	Over 40% of CROS 2019 survey respondents declared a specific interest in attending training workshops to develop knowledge and skill in Knowledge Exchange. Develop new training materials on KE.	1, 2, 3, 8	KIITE, RIE, PVC, CGRR	Aug 2020 Aug 2021	Training materials are available and accessible to all researchers.

<b>Researchers' Responsibilities</b>					
<i>Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.</i>					
Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Action Date	Success Measures
23	Carry out an annual in-house consultation with researchers to identify any gaps in training provision	5, 6	KIITE, RIE, KDA	Jul 2021	Report - covering launch of consultation, response level, feedback analysis and consideration by the Concordat Action Group
24	Provide opportunities for researchers to engage in cross-disciplinary discussions around research - supporting advancement of knowledge and critical thinking	2, 5, 6	KDA, ILAS, KIITE	Jul 2020	Organisation of at least two events annually, monitoring researcher attendance and feedback
25	Appointment of an Academic Lead for Research Integrity that will foster development of initiatives that aim to support researchers to disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge	1, 2, 3	PVC, RIE	Jul 2020	Appointment of Academic Lead, development and report of annual programme
26	Through the MICRA project, continue to develop Keele's training and support offer in relation to IP and commercialisation.	1, 4, 5	RIE	Jul 2021	In addition to a range of regular IP and commercialisation events and workshops being run through the Smart Innovation Hub, Keele and the other MICRA partners will run circa 10 events per year across the consortium aimed at different aspects of the commercialisation pathway. Keele is hosting 2 events; Impact through commercialisation in Q1 2020 and Commercialisation of Medical Technologies in Q3 2020. Other events at partner institutions will be advertised and free to attend for Keele students and staff. Numbers and job roles of those attending and feedback will be monitored for impact.
27	Develop and launch a training programme that aims to support researchers in developing impactful partnerships with industry	1, 4, 5	RIE	Oct 2021	Development, delivery and evaluation of the programme and research staff engagement (numbers attending, any outcomes that lead to further development work)
28	Working closely with Keele's Public Engagement Steering group and colleagues in the partnership development team, to develop a formal and regular programme of training around public engagement and impact, to include sessions for researchers and PGRs on understanding PER and impact activities and evaluation.	2, 3, 5	RIE	Oct 2021	Organisation of training sessions for academics on public engagement and impact; improved web resources related to public engagement and impact; regular review of activities carried out through the Public Engagement Network and researcher and PGR participation numbers.
29	Develop and make available individual academic profiles for each researcher, bringing together information on research outputs, impact and funding	3, 5	RIE	Jul 2021	Individual research staff profiles are available to all researchers Snapshots to be available early 2020 (pdf/Word formats)

<b>Equality and Diversity</b>					
<i>Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.</i>					
Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Review Date	Success Measures
30	Continue to use the Athena SWAN charter to progress gender equality across the institution.	6	HR	Jan 2021 Nov 2021	All schools working holding an award, currently 13 out of 14 hold an award. Application made for Institutional Silver award in November 2021.
31	Delivery of the Race Equality Charter (REC) actions relating to early career researchers: (1) Develop Faculty Based early career workshops; (2) evaluate and extend Postdoctoral scheme (see action 10); (c) explore uptake of career development support by ethnicity by defining research only roles in next REC survey	6	REC SAT	Sept 2021	a) positive feedback on workshop with 20% BAME attendees, longer term contributes to meeting the BAME Senior Lecturer representation target. b) see action 10 and undertake analysis of participate by ethnicity. c) Survey is undertaken, results analysed by job role and actions formulated to respond to feedback
32	Continue work to increase the University's ranking in the Stonewall Workplace Equality Index. Promote newly introduced LGBTI Role Models and Allies and develop a network to actively engage staff and students with LGBTI events.	6	HR	May 2020, May 2021	2020 ranking exceeds 2019 (273/445). Allies and role models participate in events held to visibly mark LGBT history month.

33	The University is a Disability Confident Employer (Level 2 - awarded August 2019). Maintain and progress through the levels.	6	HR	Aug 2020 Aug 2021	Maintain level 2, working towards level 3
34	As part of our REF 2021 preparations, all senior academic leaders with a responsibility for research received REF specific unconscious bias training. We would like to extend this further and will develop proposals for mandatory EDI training for all staff, which has a strong focus on unconscious bias and develop online module(s) which are Keele specific.	6	HR	Aug 2020	Proposals approved by University Executive. Module developed. 75% of all staff completed the module by Sept 20. 100% of staff completed by Sept 21.

#### Implementation and Review

*The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.*

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Action Date	Success Measures
35	In order to ensure researcher engagement in development and implementation of the Concordat Action Plan, review representation of researchers on the Concordat Action Group annually, ensuring this reflects the needs of Keele's diverse researcher population.	2	All involved	Jan 2020	Appropriate and representative representation of academic staff is maintained on Concordat Action Group
36	Ensure gathering of researcher feedback through participation in surveys such as CROS and PIRLS surveys, with a target of increasing response rates. Feedback to be reviewed by the Concordat Action Group to inform the training and staff development offer.	7	All involved	Sept 2021	Collect researcher feedback (through survey, Concordat, action group, focus groups in 2020, run CROS and PIRLS in 2021. Analysis of researcher feedback annually and summary of response rates with a target of a 20% increase by 2021.
37	Renew the Vitae and UKCGE membership annually and maximise subscriber benefits by promoting engagement with these platforms to relevant staff and PGR students within the university	7	PVC, RIE and AD	June 2020 June 2021	Vitae and UKCGE membership renewed. Review the number of Keele staff and students subscribing to Vitae as a benchmark and aim for a 10% increase each year.
38	Commit to funding at least one member of Keele staff to attend the annual Vitae international researcher development conference; and to other conferences which include a focus on researcher development (i.e. ARMA, Praxis Unico)	7	KIITE, RIE	Sept 2020 Sept 2021	Minimum of one representative attending from Keele per year and cascading information by report internally to relevant staff.
39	Review and map this action plan to the new 2018 Principles in accordance with Vitae directive.		All involved	Sep 2020	The action plan is successfully mapped and approved internally