

2014-2016 HR Excellence/Concordat Implementation Action Plan

Clause	Recruitment & Selection (Principle 1) Evidence for Current Compliance and Best Practice	2013 & 2014 Actions	Lead Responsible & Progress end of Dec 2014	Action Plan Jan 2015-July 2016	Deadline
					Measure of Success: (MoS)
1.1	The university's Recruitment and Selection Guidelines outlines our Guiding Principles of Good Practice in Recruitment https://www.uea.ac.uk/documents/2506781/2686727/Recruitment+and+Selection+Guidelines.pdf/93374dc4-6ff1-4847-bfe9-e76a961cb61d explains the procedure which includes the fair and transparent recruitment of staff and publishing of job information that outlines both essential and desirable criteria for each advertised post.	To update the Recruitment Practice Guide to include guidance for research managers	HR Manager Completed: The University's Research Strategy complies with Clause 1.1 and the Recruitment and Selection Guideline now includes guidance for research managers and also has updates in Aug 2013 on Disability and July 2014 on Panel Membership	HR Manager to link together guidance on other documents recently generated on the HR website with appropriate documentation listed in section 1.2	<p>April 2015</p> <p>MoS: Completed: Updated R&S Guideline available online (refer to first column).</p>

1.2	<p>HR provides support and guidance to all managers and has published clear guidelines on Recruitment & Selection including Equal Opportunities in employment. Vacancy information and person specifications clearly identify the essential and desirable criteria required for Research and Analogous roles including specialist research skills, transferable skills and personal attributes. Diversity profile of researchers recruited to the University will be monitored as part of Athena SWAN.</p>	<p>Each advert and associated recruitment documentation is checked by HR prior to publication to ensure that the essential and desirable criteria required are clearly identified and appropriate for the role.</p> <p>Online training for those undertaking recruitment and selection is mandatory and from 2014 it became mandatory for all staff to complete an online training module on Diversity in the Workplace.</p> <p>The University joined the Athena SWAN Charter in October 2011 and submitted a successful Bronze application in April 2012 and since this time has been engaged with a number of Schools to secure department awards.</p> <p>A policy statement is published on the HR Web pages, along with the following codes of practice:</p> <ul style="list-style-type: none"> • Code of Practice - Age Equality in Employment.pdf • Code of Practice - Equal Pay.pdf • Disability Employment - Code of Practice.pdf (Under Review) • ECU Guidance on Employing Transsexual People in Higher Education.doc 	<p>HR Manager and Head of E&D</p> <p>Completed and Requires Action:</p> <p>Between April 2013 and November 2014, the Schools of Biological Sciences, Pharmacy, of Environmental Sciences, Nursing Sciences, Rehabilitation Sciences (the latter two schools now combined as part of the School of Health Sciences) and Norwich Medical School achieved their Athena SWAN Bronze Awards in following successful submissions.</p> <p>The following schools have made submissions in the November 2014 round:</p> <p>School of Biological Sciences (Silver) School of Chemistry (Bronze) School of Pharmacy (Silver) School of Psychology (Bronze) Norwich Medical School (Silver)</p>	<p>Further submissions are planned for April 2015 Athena SWAN including the Schools of Computing Science and Mathematics and the University is moving firmly towards an application for a Silver Award. A Short Guide for managers was published on the HR web pages in 2014 to supplement the formal University Recruitment & Selection Guidelines, emphasising the key steps to ensure equality of opportunity.</p> <p>The University of East Anglia is an equal opportunities employer and is committed to the promotion of Equal</p>	<p>April 2015</p> <p>MoS: 9 Faculties, Schools and Departments now have obtained Athena Swan Awards, and Silver for Norwich Medical School. All Faculties, Departments and Schools are confirmed to be fully active in Athena Swan process. In 2016, UEA retained its Athena Swan Award.</p>
-----	--	---	--	--	--

		<ul style="list-style-type: none"> • Employment Equality (Age) Regulations 2006 - Briefing.pdf • Equal Opportunities in Employment - Code of Practice.pdf • Equality Challenge Unit - Advisory Service on Equality and Diversity.pdf • Gender Networks Form.doc • Guidance on the Employment Equality (Age) Regulations 2006.pdf • Guidelines for Dealing with Harrassment.pdf • Norfolk Constabulary Leaflet - Homophobic Incidents.pdf • Promotion of Race Equality for Staff - Code of Practice.pdf • UEA Briefing Document - Transsexualism.doc 		Opportunities for all its staff.	
1.3	1.3.1 The University adheres to the Fixed Term Employment Regulations 2002. Consultation has taken place in 2013 with departments employing large numbers of researchers with a view to ascertaining appropriate procedures. HR to keep under review the number and reasons for use of fixed-term contracts for	Continued application and monitoring of University Fixed term Contracts use and policy by HR.	HR Manager Completed Guidance for the use of Fixed Term contracts is available on the HR webpage.	HR actively checks and reviews the rationale for the use of fixed term contracts on a case by case basis, providing guidance to recruiting managers where appropriate on available options	<p>July 2016</p> <div style="border: 1px solid black; padding: 5px;"> <p>MoS: Completed: Written confirmation from HR that latest Regulations and procedures adhered to and reviewed annually.</p> </div>

	Research staff.				
1.4	<p>1.4.1 The University's Equal Opportunities Code of Practice states that wherever possible membership of recruitment panels should include both genders and reflect the diversity of candidates.</p> <p>1.4.2 It is University policy for all those involved in recruitment panels, including all managers recruiting research staff, to have received appropriate Recruitment and Selection training. This process is monitored to ensure training is refreshed every two years.</p> <p>1.4.3 Feedback is available to interview candidates via the Chair of the interview panel. All those who wish to receive feedback are able to do so.</p> <p>1.4.4 The University Recruitment & Selection guidelines include guidance on appointment of named researchers on research funding applications. HR</p>	The University's Equal Opportunities Code of Practice to be updated and available online and to design refresher training	HR Manager, chair of Interview Panel, Heads of School Completed: The University's Code of Practice was updated in 2014 along with the Recruitment and Selection Guidelines on the appointment of named researchers, inclusive of how to deal with feedback and ensuring that guidelines are adhered to	Maintain HR website and direct Research Managers of documentation and guidelines, to ensure consistency of Practice, Process and Procedure across UEA	<p>February 2015</p> <p>MoS: Completed. Policy and Guidance documents confirmed as successfully updated and will be reviewed in June each year. Written confirmation from HR that this is now standard procedure.</p>

	managers consult with the Schools to ensure these guidelines are adhered to.				
1.5	1.5.1 The HERA framework demonstrates compliance.	N/A	HR Manager	Review published documentation and ensure that pay, job descriptions and pay scales are clearly documented and disseminated	February 2016
					MoS: Completed, written confirmation from HR Manager.
Clause	Recognition & Value (Principle 2) Evidence for Current Compliance and Best Practice	2013 & 2014 Actions	Lead Responsible & Progress end of Dec 2014	Action Plan Jan 2015-July 2016	Deadline
2.1	The University's Corporate Plan indicates its commitment to excellence in research and the appointment and development of excellent research staff. The University has devised and implemented its own Code for Research Staff in consultation with research staff	To raise awareness amongst PIs and RS of the existence of the Concordat and University's commitment to the provision of recognising, valuing RS with the provision of annual appraisals that meet their CPD needs among other areas of personal and professional recognition and support	RSWG/Associate Deans for Research HR Manager/PIs PIs/HoS Ongoing and Requires Action: Awareness amongst PIs and researchers of the Concordat's commitment to the provision of training and development opportunities has been raised via a series of researcher focus groups that were held in Dec'	In addition to Faculty prizes further guidance is required from RSWG with support from RSCs, in reviewing how research staff are recognised and valued across UEA. The results of the 2015 CROS and PIRLS will aid in the	July 2016

	<p>representatives which echoes the Concordat principles on Recognition and Value in 2014. This Code is reviewed annually. The Code for Research Staff contains university-wide guidelines for induction of research staff, including induction to the role, department, Faculty and institution. These guidelines can be adapted at School level. Training and development opportunities are also provided for Research Staff, both as access to general courses and for specific training and career advice.</p>		<p>2013 to April 2014. All Research Staff were offered the opportunity for an annual appraisal. A programme of short courses have also been developed in 2014; aimed at increasing PI awareness of issues relating to the management of RS within the Leadership & Management Development section of CSED's 2014-15 brochure. The Vitae Concordat briefings for Research Managers (http://www.vitae.ac.uk/CMS/files/upload/Vitae_brief_Managers%20of%20researchers.pdf) have been used as a guide to support in its formation and development. FMH uses induction guidelines which have been specifically tailored for each of the two schools and an induction handbook that will be regularly updated. In SCI, each School has at least one RSC who is notified by HR of new RS, for a formal School-level induction to take place. The SCI 'Induction Handbook for Research Associates', provides information at School Faculty level, inclusive of wider UEA information. In SSF, there are 4 RSCs, who are notified by HR of new RS and arrange for School-level and Research Centre inductions to take place.</p> <p>In 2014, with feedback from RSWG, 3 guiding documents for annual appraisal that incorporate</p>	<p>gathering of this data, along with feedback from the RSCs and this will be provided to the RSWG to establish a plan that will further enhance researcher engagement. More work needs to be done to monitor induction procedures, identify 'Best Practice' induction and to review the guidelines accordingly. In CROS 2013 57.1% reported that they had not been offered a departmental induction, and of these, only 53.3% found their induction to be useful. The University will review the appraisal and performance review process for all research staff, inclusive of those whose contract is less than a year. The impact of the mandatory minimum of two days CPD, which now forms part of their appraisal process will also be assessed. Faculties will be required to</p>	
--	--	--	---	---	--

			<p>CPD assessment needs of researchers were produced and disseminated across UEA</p> <p>2014 CSED led a series of focus groups to ascertain training needs and RS career and working life needs and annual appraisal. CSED has expanded its Leadership & Management training section. RSCs aims to meet with PIs in their area of responsibility to offer support and guidance.</p> <p>From Sept 2014, two full days annual training for RS are now UEA approved policy to encourage the uptake of training opportunities</p> <p>2013-2014 with annual review of uptake of CPD</p> <p>Associate Deans of Research: Requires Action:</p> <p>Schools in FMH hold an annual research day where research highlights are celebrated with a Faculty Prize fund for research outputs and impact cases, development, and specific categories for early career researchers. SCI School hold annual research colloquia where the emphasis is on presentations by newer staff to the University. In addition to these, a very large number of research seminar series operate across the NRP, where research staff are encouraged to publicise their</p>	<p>review and update relevant policies and procedures to promote formal recognition of the role of RS in external research funding applications and in producing research outputs. Faculties will take also steps to ensure that RS are recognised and valued as equal partners alongside permanent staff in the research endeavour and encouraged to engage in wider academic and collegiate activities e.g. research seminars, research meetings, relevant staff meetings, and appropriate managerial and supervisory activities.</p>	<p>MoS: Completed. Vision 2030 Corporate Strategy Document. CROS & PIRLS 2015 carried out. Updated Appraisal (and other guidance) documentation produced.</p>
--	--	--	--	---	--

			<p>progress to a wider audience.</p> <p>FMH has an annual faculty prize-giving day to celebrate the winners of the Faculty prize fund. See 2.1.8. Although SCI and SSF do not have prizes, recognising the importance of RS and PGRs in contributing to the Faculty's and UEA is core to both SSF and SCI's work and management ethos</p>		
2.2	This HR policy and is adopted throughout the University.		<p>HR Manager</p> <p>Completed:</p>	N/A	<p>N/A</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>MoS: Completed with HR Policy documentation.</p> </div>
2.3	<p>Research Staff Coordinators have been appointed in all Schools (or Faculties, where numbers do not support a School-only appointment) to facilitate the induction and support for research staff (RS) and to disseminate information regarding management processes within the School.</p> <p>PIs should ensure that research staff have the opportunity and are encouraged to participate</p>	The University will develop, implement and disseminate a code of practice for the management of research staff.	<p>PIs / HR Manager/Staff Development Officer-Researchers Head of E&D/ Associate Deans for Research</p> <p>Ongoing and Requires Action:</p> <p>The Code of Practice for the Management of Research Staff was developed by the RSWG in 2014 (and combines the Code for Researchers and Code for the Management of Research Staff). As of 2014, there are also now 19 RSCs across UEA to advise on support, training and management issues. As recommended in the University's Corporate Plan 2012-14 a</p>	The updated Code of Practice and the expanded number of RSCs, will be reviewed in light of the CROS and PRILS 2015 data and feedback given to the RSWG	<p>Sept 2015 & July 2016</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>MoS: Completed, with updated Code of Practice document in 2015.</p> </div>

	<p>in effective appraisal, which addresses work practices, problem solving and career development review.</p> <p>Review training for Academic staff responsible for postgraduate research students. PGR supervisors are currently encouraged to attend the 'Managing Postgraduate Student issues' course. and advice for Research Managers / PIs, including the management and career development of Research staff is available on the University's RSConnect web-portal. There are also two new courses in the CSED brochure that include; 'Training for New Appraisers' and 'Training for New Appraisees'.</p>		<p>programme of leadership training has been developed for aspiring and existing research managers in 2014. UEA will monitor the number of PI's accessing this type of training in terms of PIRLS (2013, 2015 comparisons). CSED provides comprehensive training on all aspects of personal and professional development through its 'RSConnect' programme. A programme of short courses has been developed to raise PI awareness of issues relating to the management of RS will include issues around induction and Equality and Diversity (E&D) training (with reference to the HEFCE/Vitae 'Every Researcher Counts' project). As part of this programme PIs are being encouraged to discuss and manage the professional development of researchers as part of formal appraisal meetings.</p>		
2.4	<p>All those approaching the end of a fixed-term contract have the opportunity to sign up to the University's Redeployment Register. Researchers whose funding does not immediately follow on from their existing</p>	<p>All new research managers should undergo appropriate Training</p>	<p>HR Manager Completed: The Code of Practice for the Management of Research Staff and 'Appraisal for Researchers' has now been developed in 2014 and is available on the HR website. Requires Action: HR is developing a guidance note which will be provided to successful</p>	<p>Review the opportunities that may become available, such as the Research and Development Fund, which enables PIs to apply for bridging funding for up to six months.</p>	<p>MoS: Completed, updated document regarding fixed term contracts on HR website.</p>

	employment might be offered alternative casual or associate tutor work, where the need for such work exists, which will allow continuity of employment to be preserved. PIs will provide information and where appropriate face to face guidance to researchers on what happens at the end of contracts, so that their career expectations are realistic from the beginning of their contracts.		applicants on fixed term contracts, which will provide guidance on fixed term contracts and the consultation process on the end of a contract, including details of the University's Redeployment Register. Online training for those undertaking recruitment and selection is mandatory and from 2014 it became mandatory for all staff to complete an online training module on Diversity in the Workplace.		
2.5	Pay progression is applied in accordance with the local implementation of the Framework Agreement. Clear guidelines on Promotions Procedures and Criteria for researchers are published on the University HR website.	N/A	N/A	N/A	N/A
					N/A
2.6	All research staff are informed of the opportunities for promotion through the University's agreed promotion processes for this group of staff, and have the opportunity to apply for promotion or additional pay	Career opportunities to be openly advertised and available on the UEA website	HR Manager, RS and PGR Careers Adviser Completed: Job opportunities are advertised in open competition, either internally or externally, for which any suitably qualified individual may apply. Career guidance is available from within the University's Careers & Employability service, with	N/A	N/A

	progression within and above the incremental scales.		individual assistance and group sessions available		
Clause	Support and Career Development (Principles 3&4) Evidence for Current Compliance and Best Practice	2013 & 2014 Actions	Lead Responsible & Progress end of Dec 2014	Action Plan Jan 2015-July 2016	Deadline
3.1	The UEA was an early adopter of equal terms and conditions for its fixed-term staff and of moving individuals to indefinite contracts (in advance of the 2002 regulations). UEA is committed to supporting the training and career development of all researchers. The Centre for Staff and Educational Development provides comprehensive training on all aspects of personal and professional development through its 'RSConnect' programme. The programme is guided by the University's	A broad range of career and personal development training courses is offered by the University and these are regularly reviewed (Jan, July each year) in terms of content and relevance. The Careers Service and CSED has designated contacts for research staff. Both services continually review how to improve engagement with research staff.	HR Manager/ Staff Development Officer-Researchers/RS and PGR Careers Adviser/HoS Completed and Requires Action: Focus groups were held in March 2014, with feedback from researchers, RSCs and the RSSG integrated into the developed of targeted training programmes. The Careers Service has produced a leaflet for PGR supervisors and line-managers of RS at UEA, outlining the dedicated careers services for researchers, including how CareerCentral can support them in developing and putting into action the career development plans discussed during appraisal.	From Spring 2015 a careers advisor will contact members of research staff 3 months prior to end of contract to remind them of the support available to them in finding and applying for their next role. CareerCentral will monitor if this leads to increased uptake of one-to-one guidance. Careers support is available for research staff for up to 3 years after they leave UEA.	July 2016

	<p>Research Staff Skills Development Steering Group and is mapped against the Researcher Development Framework. Training and development opportunities (both internal and external) for researchers are communicated and promoted to researchers centrally, via School / Faculty Research Staff Co-ordinators, through a monthly E-Bulletin and through individual email accounts. In response to direct requests from researchers, data from the Careers in Research Online Survey (CROS) 2009, the Wilson review and the UEA's Corporate plan 2012-16 we have increased provision in Business skills and Leadership skills, and are now focusing on providing training in different formats to suit the lifelong career needs of our diverse researcher population.</p>			<p>Research Staff are asked by HR to complete a destinations questionnaire as part of the exit procedure. This information is held by the Careers & Employability service. The service needs to consider how to use this information to inform careers support and training provision for research staff.</p> <p>CROS 2013 survey results revealed nearly 22.8% of RS had not undertaken training due to issues such as time, PIs and project barriers in the last two years. Since Sept 2014, UEA policy now entitles all RS to two days training minimum per annum. This will be monitored by Heads of School</p>	
--	---	--	--	---	--

3.2	Those who wish to seek further appointments at UEA are encouraged to apply for appropriate vacant posts, and the University operates a redeployment register to assist those approaching the end of a fixed-term contract in achieving an interview for a vacant post applied for.	UEA monitors the specific destinations of its researchers, in addition to the monitoring required by HESA. The collected data demonstrate a mix of career paths being adopted by those leaving UEA. UEA operates a "three strand" career path, within which transfer between Academic, Teaching and Research (ATR); Academic Teaching and Scholarship (ATS); and Research is possible. Further to HR policy and practice, the Careers Service has dedicated Careers Advisors for Research Staff, providing impartial, confidential advice and guidance on all career paths open to researchers, including the application processes within and outside academia.	HR Manager/ RS and PGR Careers Adviser Completed and Requires Action: CCEN appointed an additional careers advisor in September 2013 to increase support for RS and PGRs to 2FTE. CCEN aims to increase the uptake of careers provision including one-to-one guidance or career management workshops by RS.	Attendance and appointments will be monitored through the CCEN client relationship manager, CareerHub	September 2015 and annually thereafter. MoS: Completed. Uptake of Careers Centre RA engagement increase of 15% of one-to-one careers guidance and 30% increase in number of Career related events between 2013-2015.
3.3	Where funds allow Faculties support individual training requests from research staff. The University also provides the "RSConnect" website as a one-stop shop for information specific to its Research Staff. The Centre for Staff and Educational	To review the training needs of researchers across UEA for their lifelong learning and career development progression	Staff Development Officer- Researchers/RSWG/ Associate Deans for Research Completed and Requires Action: Faculty Research Executives led by ADRs to review this Nov 2014-March 2015 with annual review thereafter Updated 2014 with annual Review thereafter each July by SDO-R	The career support and lifelong learning needs will be assessed every July annually, along with results from the CROS 2015 survey	July 2015 & July 2016 MoS: Completed. Annual review reports submitted by AD-Rs and SDO-R, written confirmation received.

	Development (CSED) provides comprehensive training on all aspects of personal and professional development through this website and its training delivery programme. The programme is guided by the University's Research Staff Skills Development Steering Group and is mapped against the Researcher Development Framework.		New programme distribution Sept 2014 with annual review Completed July 2014 with annual review thereafter. RS now have two full days per annum entitlement to training approved by ET from Sept 2014 onwards and uptake annually monitored by HR Manager		
3.4	The UEA Careers Service has dedicated Careers Advisors for Researchers, providing impartial, confidential advice and guidance on all career paths, both within and outside academia. Career Development workshops for Research Staff are scheduled through the RSConnect programme. 'Bite-size' lunchtime sessions are offered as it allows increased flexibility for attendance. Research Staff have the opportunity to attend employer events & workshops organised by the Careers Service. Research Staff have access to the Careers Service on-line platform 'MyCareerCentral'.	Career management support available to researchers is promoted as part of the induction of new research staff (through induction briefings, on-line material, and school induction handbook), and through monthly 'New Directions' careers bulletins for researchers. UEA now offers 10 places on the MA-HEP programme alongside those on the HEA accredited 'Developing Teaching Skills' programme for researchers. This provision is reviewed annually	RS and PGR Careers Adviser /Staff Development Officer- Researchers/ Heads of Schools /Head of CSED Completed and Ongoing: As part of the proposed PI awareness sessions (see 2.3 we will encourage line managers / PIs to refer their research staff to the available central careers support where appropriate. Requires Action: All staff who teach will be strongly encouraged to gain an accredited and transferable teaching qualification.	CCEN will tailor resources for researchers within the MyCareerCentral platform. In October 2014 CCEN developed a guidance leaflet for PGR supervisors and the line-managers of research staff, outlining the careers support available to researchers. CSED will refer to the leaflet during appraisal training. CCEN will review the uptake of one-to-one	April 2015 MoS: Written confirmation of reviews of uptake taken and uptake of teaching qualifications of 75% between 2012 and 2016 by researchers.

	Opportunities exist for Research Staff to engage in teaching of undergraduate and postgraduate students, but it is not possible to guarantee such opportunities.			guidance appointments by RS.	
--	--	--	--	------------------------------	--

3.5	<p>All UEA staff are included within the Appraisal Scheme, which takes place on at least an annual basis for research staff. Appraisal training for managers of RS specifically includes directions to ensure that RS Career development is included in appraisal conversations. The UEA's promotion and reward strategies are widely available and these opportunities are further publicised within Schools as part of the promotion and review process.</p>	<p>To find out about career training, support and promotion paths and opportunities that are available in UEA for RS.</p>	<p>Staff Development Officer- Researchers/RS and PGR Careers Adviser/HR Manager Completed and Ongoing: Researcher focus groups across UEA were asked about their use of the Researcher Development Framework in March 2014. Feedback indicated that Researchers would prefer a more through annual appraisal system that incorporated a discussion of their training and career development needs and this relevant documentation has now been updated by HR.</p> <p>Heads of School/ Requires Action: Monitoring of RS appraisal uptake and responses is required to ensure that the guidelines are being implemented.</p>	<p>Monitor performance and uptake of training opportunities now that two days annual training are a minimum requirement of the UEA as of September 2014</p> <p>Monitoring and collation of data of uptake of annual appraisal that now includes an assessment of CPD needs of the RS</p>	<p>July 2015 & July 2016</p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin-top: 10px;"> <p>MoS: Active and expanded monitoring by HR of central storage of data is active - as of July 2015.</p> </div>
-----	--	---	---	--	---

3.6	<p>All researchers are invited to attend the University's Introductory Conference. The UEA has appointed and provided training to Research Staff Coordinators (RSCs) in Schools and Faculties (as appropriate to the number of research staff). The RSCs coordinate School specific induction and respond to local enquiries from Research Staff, referring queries to others if appropriate. The University is developing Best Practice induction guidelines which can be adapted at school or departmental level. CSED also offers one to one inductions to RS</p>	<p>To assess and ensure that the UEA has a satisfactory induction process</p>	<p>Head of CSED/ Heads of School/ RSCs/HR Manager/RSWG</p> <p>Completed and Ongoing: Appointment letters from HR now refer to the opportunity to have an appraisal within first two months of employment. CSED runs an induction day. The Faculty of Science has developed Induction Guidelines as part of the Athena Swan programme (in BIO). In May 2014 the RSC in the School of Biological Sciences piloted a joint meeting between PIs and RS and this led to improved induction guidelines. The new 2014 series of PI awareness sessions will include guidelines on induction of RS. Workshops on 'Training for New Appraisers' and 'Briefings for New Appraisees' have been developed and added to the</p>	<p>The induction guidelines set out by the School of Biological Sciences in 2014 will be considered by RSWG to be disseminated and taken up by other RSCs in 2015. See also 2.1</p>	
-----	--	---	---	---	--

	<p>regarding training and development opportunities and the support available to RS at the University. This information will be available on-line via the RSCconnect website. Furthermore, all new UEA staff are invited to an Introductory Conference for new staff which occurs three times a year and is organised and led by CSED. All researchers are given information relevant to their appointment as part of their offer of employment. The University advocates a planned induction within its Recruitment and Selection training as being an effective way to engage and retain staff.</p>		<p>CSED training programme. Requires Action: The RWSG will consider and assess whether to adopt this approach in all Faculties.</p>		<p>MoS: Completed. RSWG met in 2015. Decision made to advise Heads of Schools to utilise CSED training programme.</p>
3.7	<p>Formal career guidance and training is provided and opportunities for attaining new skills are discussed as part of appraisal (see 3.5). Researcher's engagement in professional development remains quite low compared with the engagement of other staff groups.</p>		<p>Head of CSED/ Heads of School/ RSCs/HR Manager/RSWG Completed and Ongoing: The PI awareness sessions will aim to help PIs recognise their role in encouraging engagement. Workshops in 'An Introduction to Engagement and Evaluation' and 'How to become a Consultant' have been developed within the 2014/15 CSED training programme.</p>	<p>Uptake of Career Guidance and training by RS will be reviewed in March and September 2015 and then annually thereafter</p>	<p>Sept 2015 & Sept 2016</p>

			Associate Deans of Research: Requires Action: Faculties will take steps to ensure that RS are recognised and valued as partners alongside permanent staff in the research endeavour and encouraged to engage in wider academic and collegiate activities e.g. research seminars, research meetings, relevant staff meetings, and appropriate managerial and supervisory activities.	Associate Deans of Research will inform RSWG of steps that they have taken to increase the recognition and value of RS alongside permanent academic staff	MoS: RSWG visited this several times during 2015 and 2016. Written confirmation by Faculty AD-Rs active school policies in induction now underway.
3.8	CSED is providing appropriate mentor training sessions and full details about these are available in CSED's brochure. There is also a coaching network available to all staff. UEA is part of the wider Norwich Research Park and has supported the implementation of "ResNET", a contact, support and information network for women working in research or supporting research in the NRP.	Mentoring schemes for RS are being established at School level from 2014 onwards. Following on from the results of CROS 2009, the RS Skills Development Steering Group regularly seeks feedback on the courses and skills sought by researchers, and training provision is reviewed accordingly. School notice boards are utilised to publicise further opportunities for skill and career development.	Schools /Head of CSED/ RS Skills Grp/CSED Course Co-ordinator -Researchers/Staff Development Officer- Researchers/VCO/RSCs/HoS, RSC/Athena SWAN committee Completed and Ongoing: In larger Schools, research staff meet regularly to raise and tackle issues around career development and provide additional networking opportunities. Where a forum does not currently exist Research Staff Co-ordinators whose numbers have expanded to 19 across the university during 2014, are encouraged to hold regular, informal meetings between researchers from differing schools / departments.	There will be monitoring regarding the uptake of mentoring schemes and feedback on their perceived usefulness by Heads of School in conjunction with RSC/Athena SWAN committee	Sept 2015 & Sept 2016 MoS: Annual Reports now received in October each year by all RSCs, inclusive of meetings information. Confirmation by SDO-R and Careers Centre.
3.9	The University has a "Code for Researchers" which clarifies individual responsibilities in this	To review the 'Code for Researchers' in 2014	RSWG/Director of REN / PIs/ Staff Development Officer- Researchers	REN needs to continue to encourage PIs to include training costs	Sept 2015 & Sept 2016

	<p>regard, in addition to the University provisions. In line with RCUK guidelines PIs are encouraged to include at least £200 p.a. (in indirect costs) for the training and development of research staff employed on a research grant. As part of the PI awareness sessions the importance of Research Staff CPD is highlighted by REN.</p>		<p>Completed and Requires Action: The 'Code for Researchers' was reviewed and updated by the RSWG in 2014. The principles set out within it need to be further disseminated by REN.</p>	<p>within new budgets. See also 2.1 and 2.3</p>	<p>MoS: RSWG reviewed and updated the 'Code for Researchers' in 2014, and disseminated it to REN as well as placed it upon the HR website.</p>
<p>(Principle 4) 4.10</p>	<p>All UEA staff are included within the Appraisal Scheme, which takes place on at least an annual basis for research staff. Appraisal training for managers of RS specifically includes directions to ensure RS Career development is included in appraisal conversations. Monitoring of RS appraisal is required to ensure the guidelines are being implemented. The UEA provides training for PIs on having difficult conversations e.g., on career prospects, chances of getting an academic post etc. All these workshops are now available in the CSED brochure. Careers Advisors for researchers</p>	<p>To ensure that all staff have access to a comprehensive and supportive appraisal scheme</p>	<p>RSWG/ HR Manager/ Heads of Schools/Head of CSED/ RS and PGR Careers Adviser</p> <p>Completed: Information on all updated 2014 appraisal schemes is available on the HR website. See also 2.3</p>	<p>Uptake of Career Guidance and training by RS will be reviewed in March and September 2015 and then annually thereafter</p>	<p>Mar 2015 & Mar 2016</p> <p>MoS: MED School in July 2016 confirmed new in-house policy of £200 training and 5 days right to CPD. Other Schools/Departments and Faculties in process of notification with aim to roll-outs further afield.</p>

	provide one to one guidance sessions during which RS can explore career options and are encouraged to take responsibility for their own career management.				
4.11	<p>UEA maps all training provision for researchers against the Researcher Development Framework. Researchers can obtain a certificate of CPD engagement recording the number of hours and nature of training completed. Opportunities exist for teaching delivery in some areas, but it is not possible to guarantee such opportunities. All academic staff who teach will be required as part of probation arrangements to gain an accredited and transferable teaching qualification (Accreditation with HE Academy).As part of the CSED programme training courses are available to develop RS in their current and any future academic role (e.g. Leadership skills, Effective Research Applications, Managing successful research awards, Research governance and ethics, Enterprise, and Impact).</p>	To ensure a robust training provision that caters for lifelong research careers	<p>Staff Development Officer- Researchers/Heads of Schools / Head of CSED/ RSWG</p> <p>Completed and Ongoing: A comprehensive training programme is now set out in the CSED training brochure</p>	Each July of every year, to put together a programme of training and career development that enhances the training and lifelong career needs of researchers	<p>July 2015 & July 2016</p> <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p>MoS: Written confirmation to SDO-R received as completed.</p> </div>

	This provision is reviewed annually, guided by the RS Skills Development Steering group, to ensure it is meeting RS need. Opportunities may also exist for RS to be part of a PGR supervisory panel.				
4.12	Practices, policies and procedures that promote and support good practice in all aspects of teaching, learning and assessment are set out in 3.11	Ensure that RS can make use of the support and good practice available	HR Manager/Heads of Schools Completed and Ongoing: Guidance and support is available on the HR webpages, including guidance for academic and research activities	Provide information on the HR website when identified as needing to be updated, based upon continuous feedback received to HR Manager from the Heads of Schools	May 2016
4.13	Researchers are encouraged to provide representatives on School and University committees where this is appropriate. One of the responsibilities of RSCs is to help ensure 'fair representation' of research staff within the school (e.g. School Boards, committees, away days and performance discussions etc).	In 2005 the University has established a Research Staff Working Group, which consists of research staff representatives, representation from the University's Research Executive and from HR, Research and Enterprise Services, Staff Development, Equality & Diversity Office and Careers & Employability Service. The group is chaired by the PVC-RE. The group actively inputs into policy and practice, reporting to the University's Executive Team (Vice Chancellor, Pro-Vice Chancellors and Registrar). The Research Staff Skills Development Steering Group is a sub-group of the RSWG and has been in place since 2007. The RS Skills Group aims to steer the training and development of RS at the University. It consists of research staff representatives from each faculty plus representatives from the central divisions involved in management and delivery of provision.	RSWG/ RS Skills Grp/RSCs Completed and Ongoing: In 2013 membership of RSWG expanded to include 14 members of RS, representing schools across UEA and the NBI	The RSWG is guided by the Concordat Action Plan, the RSSkills Grp and RSCs by focus groups and meeting with the researchers. Matters are raised and dealt with as they occur with interaction and feedback gained by RS. The PVC-RE will lead and annual review of RSWG membership and terms of reference September 2015 and annually thereafter.	Sept 2015 <div style="border: 1px solid black; padding: 5px; width: fit-content;">MoS: Written confirmation received by SDO-R as completed.</div>
4.14	In line with the University's new	To review if mentoring schemes are sufficient during 2014	Head of Schools / Head of CSED Completed and Requires	RSWG will review uptake of mentoring	July 2015 <div style="border: 1px solid black; padding: 5px; width: fit-content;">MoS: Written</div>

	Corporate Plan 2012-16 mentoring schemes for RS are being established at school level. CSED is providing appropriate mentor training sessions.		Action: Review of mentoring schemes completed in 2014 and mentor training sessions provided in the 2014-2015 CSED training programme	by RS as recorded in the RSC annual report 2015 and findings will be reported to RSWG at the last meeting of the academic year in July	confirmation received by SDO-R as completed.
Clause	Researcher's Responsibilities (Principle 5) Evidence for Current Compliance and Best Practice	2013 & 2014 Actions	Lead Responsible & Progress end of Dec 2014	Action Plan Jan 2015-July 2016	Deadline
5.1	This is an underlying ethos of the University and is reflected in the Code of Practice for the Employment and Career Management of Research Staff and the University's Corporate Plan 2014-2016.	N/A	RS / ET Completed and Ongoing: The Code of Practice for the Employment and Career Management of Research Staff and the University's new Corporate Plan 2015-2020 enshrines this ethos	N/A	N/A
5.2	The University's Research and Enterprise Services (REN) provide training and individual support in Impact, Consultancy, knowledge transfer and commercialisation of research. Research Staff need to be encouraged to engage more with the Impact agenda. Any member of staff including research staff may engage in consultancy with an external	'An Introduction to Engagement and Evaluation' led by ARM and REN's 'Pathway to Impact' workshop are included in the CSED 2014-2015 programme of delivery	RS / Director of REN/ARM/Head of CSED Completed and Ongoing: The programme of delivery has been updated to further the training opportunities for researchers in KE and Entrepreneurship, with close liaisons ongoing with REN and feedback gathered by CSED on researcher needs and demands	CSED and REN to review training programme for 2015-2016 based upon latest RS feedback and the CROS 2015 survey results	July 2015 MoS: Completed. New CSED training programme published and disseminated across UEA in August 2016.

	<p>organisation. The University operates a Consultancy Register of Expertise to help facilitate contacts, and a managed consultancy service.</p> <p>The University's Admissions, Recruitment and Marketing Division provides support and training for public engagement and research impact within the context of RCUK's Pathways to Impact.</p>				
5.3	<p>Responsibility for good research conduct at UEA rests with the Research Executive, chaired by the Pro-VC Research & Enterprise</p>	N/A	<p>PVC-RE/Director of REN Head of CSED</p> <p>Completed: Guidelines for good practice in research, research ethics and research governance are available on the REN website (https://intranet.uea.ac.uk/researchenterprise/research-integrity)</p> <p>Training in Research Governance and Research Ethics is provided by the University's Research and Enterprise Services, through the CSED programme.</p>	N/A	<p>July 2015</p> <p>MoS: Written confirmation received by SDO-R as completed.</p>
5.4	<p>Academic Role Profiles and Grade Criteria for the Promotion of Research Staff make this clear. The comprehensive training provision for Researchers is mapped against the Researcher Development Framework.</p>	<p>New appraisal guidelines have been created and disseminated across the schools of UEA in 2014 that focus more on CPD personal development</p>	<p>HR Manager/ Staff Development Officer-Researchers/ RS and PGR Careers Adviser / Pls</p> <p>Completed: New appraisal guidelines were created in 2014 for both RS and Pls that focus more on CPD training of RS rather than just job performance areas</p> <p>Requires Action: Researchers need to be assisted to evaluate and record their skills</p>	<p>The feedback, response and uptake of the new guidelines for the appraisal system needs to be analysed and assessed during its use in 2015 and 2016.</p>	<p>October 2015</p> <p>MoS: Careers Service has increased RA engagement of one-to-one careers guidance by 15% and Career related events by 30%.</p>

			and achievements, perhaps through more effective appraisal conversations around career development and professional guidance from Careers Advisors.		
5.5	CSED provides information on training provision and promotes other internal and external development opportunities via the RSCconnect website, monthly E-bulletin and direct email contact with Research Staff, but the emphasis is on RS to take the initiative. As part of the PI awareness sessions the importance of Research Staff CPD will be highlighted. Women researchers have access to a contact, support and information network 'ResNet' (https://intranet.uea.ac.uk/resnet), which encourages a proactive approach to career development.	N/A	RS / Staff Development Officer- Researchers/RS/CSED Course Co-ordinator -Researchers/RSC	N/A	N/A
5.6	Appraisal training for managers of RS specifically includes directions to ensure RS Career development is included in appraisal conversations. Monitoring of RS appraisal is required to ensure that	In 2014 appraisal guidance documentation for both RS and PIs was updated and disseminated across UEA. Appraisal training is also occurring with PGRs, RS and PIs. See also 2.3	PIs / HR Manager/ Heads of School Completed and Requires Action: The 2014 new guidance documentation will be assessed by RSWG during 2015 and 2016	The percentage uptake and feedback on the new UEA appraisal documentation and training will be assessed by the RSWG	July 2015 & July 2016 MoS: Completed. New Appraisal documentation written and now available online.

	<p>the University's guidelines are being implemented. Research Staff should be proactive and request an appraisal or additional career development conversations if this is not automatically offered by their manager. New RS are offered by letter the opportunity to request an appraisal within the first two months of starting their employment. Researchers can obtain a certificate of CPD engagement recording the number of hours and nature of training completed.</p>				
Clause	Diversity and Equality (Principle 6) Evidence for Current Compliance and Best Practice	2013 & 2014 Actions	Lead Responsible & Progress end of Dec 2014	Action Plan Jan 2015-July 2016	Deadline July 2015 & July 2016
6.1	<p>Equal opportunity plans and monitoring are in place and embedded in all committees and University processes. In the 2009 CROS survey 98% of respondents believe the university is committed to equality and diversity. Overall respondents felt they were treated fairly on the basis of ethnicity, nationality, disability, sexual orientation, race or</p>	<p>UEA has developed E&D webpages that provide a comprehensive resource for staff and students. E&D training is mandatory for all staff and combines online training with a range of additional courses, via the CSED 2014 – 15 Programme and on a bespoke basis. This includes a new programme on Understanding Unconscious Bias. UEA achieved Athena Swan in 2012 and is working towards a Silver submission in November 2015. More than 200 staff are now actively involved in Athena Swan, with all Schools in SCI and FMH engaged in preparing for a submission for the Bronze or Silver Award.</p>	<p>Head of E&D / HR Manager / Heads of School Completed: Between April 2013 and November 2014, the Schools of Biological Sciences, Pharmacy, of Environmental Sciences, Nursing Sciences, Rehabilitation Sciences (the latter two schools now combined as part of the School of Health Sciences) and Norwich Medical School achieved their Athena SWAN Bronze Awards Requires Action: Further Athena SWAN submissions are planned</p>	<p>Further Athena SWAN submissions are planned for April 2015 including the Schools of Computing Science and Mathematics and the University is moving firmly towards an application for a Silver Award. A Short Guide for managers was published on the HR web pages in</p>	<p>April 2015 MoS: 9 Bronze Awards, 1 Silver for Norwich Medical School. In May 2015, UEA expanded Charter to covers Arts, Humanities, Social Sciences, Business & Law (AHHSSBL). UEA also retained Bronze award in 2016.</p>

	religion. However 11% or respondents felt they were unfairly treated on the basis of gender and age. To help address the gender equality issue the University is a member of the Athena SWAN charter.		for April 2015	2014 to supplement the formal University Recruitment & Selection Guidelines, emphasising the key steps to ensure equality of opportunity. See also section 1.2	
6.2	HR provides support and guidance to all managers and has published clear guidelines on Recruitment & Selection including Equal Opportunities in employment.	Ensure that Recruitment and Selection guidance, inclusive of Equal Opportunities is up to date	Head of E&D Completed: Recruitment and Selection Practice Guide has been updated in terms of Disability in August 2013 and of choosing Panel Members in July 2014	N/A	N/A
6.3	The University is a member of the Athena SWAN charter and has achieved the Bronze award. Women researchers have access to a contact, support and information network 'ResNet' (https://intranet.uea.ac.uk/resnet), which aims to increase confidence and raise aspirations of its members.	Ensure support in E&D exists with advances in Athena SWAN, and E&D in general	Head of E&D/ HR Manager RS/CSED Course Co-ordinator – Researchers Completed and Requires Action: See 5.1 and 1.2 for progress achieved	See 6.1 and Section 1.2 details regarding Athena Swan work	NA
6.4	The University offers Family Friendly and Flexible Working arrangements for all staff.	Submitted and achieved a number of Athena SWAN Awards. CSED delivered the successful Vitae programme in 2012-2013. CCEN ran a modified workshop in June 2014	HR Manager/ Head of E&D/ Head of CSED Completed: The University's family friendly policies and	CSED and HR have disseminated website links to new maternity mentoring	June 2015 N/A MoS: Completed. New Documentation

	<p>The University is reviewing how to best provide maternity mentoring support. Through the RSConnect training programme for research staff we are piloting the 'Managing your Academic Career: A one day career development programme for women' (http://www.vitae.ac.uk/CMS/files/upload/UKRC-%20Vitae-programme-flyer-Sept-2010.pdf.pdf). This guidance underpins the University's Athena SWAN work.</p>	<p>giving female RS to reflect upon their careers and work-life balance.</p>	<p>guidelines are published on the HR webpages. Further information is provided on local departmental and faculty plasma screens as part of the Athena Swan programme</p> <p>Requires Action: HR has drafted new guidance documentation for maternity leave, inclusive of RS.</p>	<p>working as part of the CSED training programme and will continue to promote awareness of them to RS during 2015. CCEN will run the Managing you Academic Career programme again in 2015. See also 6.1 and 6.3</p>	<p>has been written in June 2015.</p>
6.5	<p>A flexible working policy has been implemented and promoted by the University.</p>	<p>The University's Flexible Working Guidelines are clearly set out on the HR Webpages. The opportunity for flexible working is highlighted on a variety of departmental and Faculty based plasma screens as part of Athena SWAN initiatives.</p>	<p>HR Manager</p> <p>Completed: HR Managers work closely with line managers to consider formal requests to ensure that responses accord with the University's commitment to flexibility wherever possible. Many requests are considered and accommodated informally without formal flexible working applications being made.</p>	N/A	N/A
6.6	<p>Research Council grant funding and other funders, provide funding on a full economic costs basis, inclusive of part of the grant that covers breaks in appointment up to six months for; maternity leave, paternity leave, adoption leave,</p>	<p>The UEA is aware of Research Council grant funding opportunities for grant funding on a full economic basis, and uses them when applicable.</p>	N/A	<p>Liaison with REN to further ensure that both current and future grant applications take into account Research Council grant funding on a full economic cost basis, when applying for funds.</p>	<p>March 2015 & Sept 2015</p> <p>MoS: Information located and disseminated.</p>

	parental leave, extended jury service or paid sick leave exceeding three months.			Information to be disseminated via REN grant training workshops.	
6.7	HR provides support and guidance to all managers and has published clear guidelines on Recruitment & Selection including Equal Opportunities in employment. Evidence used for the University's Athena SWAN Bronze has shown that our recruitment and selection policies are generating a balanced representation of all groups at all career levels.	Successful application for a number of Athena SWAN awards evidencing progress in this area. See 1.2 and 6.1	See 1.2 and 6.1	Further submissions for additional Athena SWAN Bronze Awards, and also Athena SWAN Silver Awards are taking place in 2015. See 1.2 and 6.1	April 2015 MoS: Complete. See 6.1
6.8	The Centre for Staff and Educational Development offer a range of courses to raise awareness of the spectrum of differences in personal circumstances. (https://www.uea.ac.uk/cs/ed/programme11/ed). All training courses are designed and developed to take into consideration the personal circumstances of individuals who attend. Staff whose first language is not English are able to access English language training through INTO UEA. Specific information for international	N/A	HR Manager N/A	N/A	N/A

	researchers new to the University is available on the RSConnect website.				
6.9	There are clear 'Guidelines for dealing with Harassment' on the HR web pages. The University offers a Harassment Adviser Network, providing advice for UEA staff who may be experiencing harassment or bullying, or who have been accused All staff have access to a confidential counselling service.	N/A	HR Manager N/A	N/A	N/A
6.10	The University is a member of the Athena SWAN charter, Bronze Award. We are currently applying for Silver status in a number of Departments and Schools.	See 1.2 and 6.1	Head of E&D Completed and Requires Action: See 1.2 and 6.1	See section 1.2 and 6.1 for Athena Swan progress during 2015	April 2015 MoS: Completed, Silver obtained by Medical School in 2015.
Clause	Implementation and Review (Principle 7) Evidence for Current Compliance and Best Practice	2013 & 2014 Actions	Lead Responsible & Progress end of Dec 2014	Action Plan Jan 2015-July 2016	Deadline
7.1	The Research Staff Working Group, chaired by the PVC-Research & Enterprise is responsible for overseeing implementation of the Concordat's principles. Research Staff Co-ordinators produce an annual report that is	The Code for Research Staff has been updated and approved by the RSWG in 2014	RSWG / David Richardson (2014-Aug 2014) PVC-RE (Sept 2014-2016) RSC / RSWG Completed and Requires Action: The Code for Research Staff has been updated in 2014 along with an approved appraisal review process that takes into account researcher CPD needs. Analysis of the uptake and	The RSWG and prior PVC-RE (2012-Aug 2014) led the internal review of the implementation plan, including UEAs participation in CROS and PIRLS 2013. UEA will undertake both	Sept 2015 MoS: Still work in progress to obtain comprehensive central storage of all HR data. Main issue is individual Schools storing with central HR appraisal data. Procedures

	submitted to the RSWG, outlining how the University's Code for Research Staff - and hence the Concordat principles - are being met within their School / Faculty over the reporting period.		feedback of the improved guidance documentation and policies will need to occur	surveys again in March 2015 to analyse ongoing progress and achievements. Analysis will be led by the Business Intelligence Unit. The next RSC annual reports are due in July 2015. The UEA will continue implementing the actions specified in the HR Excellence in Research Action plan via the RSWG.	written and in place, Heads of Schools notified of policy to do so, but full list of data only available from 2016/2017 onwards.
7.2	The University ran CROS and PIRLS in spring 2013. The University Concordat Action Plan 2014-16 will be used to underline all policies and procedures relating to research staff at UEA. The PVC-RE oversees the implementation of the Concordat via the RSWG	To monitor the uptake of the survey and to analyse the results and RS feedback	RSWG/PVC-RE Completed: To disseminate and encourage the participation of RS's and PI's in the CROS and PIRLS. The analysis of the 2013 results helped to determine how to proceed with the Concordat Action Plan and future activities. UEA achieved a 45% response rate for CROS and 34% for PIRLS (both exceeding the national average). The Business Intelligence Unit at UEA analysed the data for internal use. Requires Action: CROS and PIRLS results from 2013 will be compared with those gathered in 2015.	CROS and PIRLS 2013 results will be compared with the data gathered in the Spring 2015 CROS and PIRLS surveys.	Mar – September 2015 MoS: Completed CROS & PIRLS 2015. 12% increase in CROS response rate from 2013, reduction in PIRLS response rate of 17% in 2015 from 34% in 2013 due to timing of survey and exam marking season.
7.3	REN will monitor the	N/A	Director of REN/RSWG/PVC-RE	Members of REN to	July 2016

	changing requirements of external stakeholders e.g. Research Councils to ensure we are aware of the requirements of their implementation plans and inform the RSWG of any changes		<p>Completed and Ongoing: REN provides updates to the PVC-RE and RSWG regarding updates with external funders. The Action Plan of the Concordat is reviewed by the RSWG at least once every academic term and recommendations suggested and actioned.</p> <p>Requires Action: RSWG to continue to ensure that the action points set out in the Action Plan are implemented and for REN to remain responsive to external developments regarding key funders</p>	continue to act as points of contact with all key funders and keep abreast of changes. Senior academics are on Boards or hold other positions of authority with major funders. REN routinely engages with professional bodies, conferences, trade press etc. to maintain an up-to-date picture and to keep the PVC-RE informed of developments, who in turn can ensure that the RSWG are informed by relevant changes and key information updates	<div style="border: 1px solid black; padding: 2px; width: fit-content;"> MoS: Completed by RSWG. </div>
7.4	UEA will continue to engage with other Higher Education Institutions and with Vitae to share good practice and promote the principles of the Concordat.	Engagement with the Researcher Concordat and UEA creation of the 2012-2016 Action Plan along with a strong and ongoing relationship with other HE's and with Vitae	<p>RSWG/PVC-RE</p> <p>Completed and Ongoing: To engage actively with HE's and Vitae and promote the principles of the Concordat</p>	UEA will maintain in engaging in its role in UK-wide and international initiatives for RS, by retaining its strong links with other HE's and supportive organisational bodies such as Vitae	<p>July 2016</p> <div style="border: 1px solid black; padding: 2px; width: fit-content;"> MoS: Completed in 2015. </div>
7.5	HR Manager and the Head of E&D monitor equality and diversity indicators for researchers using data such as the HESA return and the Athena SWAN	Annual analysis of HESA return and Athena SWAN submission data. The University also conducts a comprehensive Pay Review every two years, the next is scheduled for 2015, where the pay for Research staff will be analysed for gaps in relation to Gender Disability and Ethnicity, with further follow up	<p>HR Manager / Head of E&D</p> <p>Completed and Requires Action: Athena SWAN successful submissions have increased in 2014, with more planned for April 2015 that will require additional data to be</p>	Data from CROS/PIRLS 2013 will be compared with that gathered from CROS and PIRLS in Spring 2015. This analysis	April 2015 & July

	submission data.	where gaps are identified.	monitored and assessed	will help to share good practice between Faculties, Departments and Schools and aid in Spring 2015 submission of additional Athena SWAN Awards for 2015 and beyond. A review of the information and data gathered will aid in gathering information and feedback for the final audit for the HR in Excellence in Research Award that will occur in 2016	<table border="1"> <tr> <td>MoS: Completed. See 6.1</td> </tr> </table>	MoS: Completed. See 6.1
MoS: Completed. See 6.1						

Key to Acronyms

ARM	Admissions, Recruitment & Marketing
CCEN	Careers Service (CareerCentral)
CSED	Centre for Staff and Educational Development
DOS	Dean of Students
ET	Executive Team
HR	Human Resources
PI	Principal Investigator (on a research project /grant)
REN	Research and Enterprise Services
RS	Research Staff
RSC	Research Staff Co-ordinator
RS Skills Grp	Research Staff Skills Development Steering Group
RSWG	Research Staff Working Group
VCO	Vice Chancellor's Office

Key Named Individuals & Role (2014-15)

Aedin Cassidy	Associate Dean for Research (FMH)
Matt Gage	Associate Dean for Research (SCI)
Amanda Giles	Head of CSED
Mark Jancovich	Associate Dean for Research (HUM)
Fiona Lettice	Associate Dean for Research (SSF)
Helen Lewis	Director of REN
Helen Murdoch	Head of E&D
Sarah Payne	CSED Course Co-ordinator -Researchers
Dave Petley	Pro-Vice Chancellor for Research & Enterprise
Jenny Summers	HR Manager
Lisa Worrall	Staff Development Officer – Researchers
Rebecca Wyand	RS and PGR Careers Adviser

Individuals of the Executive Team (ET)

Jacqueline Collier	Executive Dean Faculty of Social Sciences
Philip Gilmartin	Executive Dean Faculty of Science
Ian Harvey	Executive Dean Faculty of Medicine and Health Sciences
Dave Petley	Pro-Vice Chancellor Research & Enterprise
David Richardson	Vice Chancellor
Brian Summers	Registrar and Secretary
Yvonne Tasker	Executive Dean Faculty of Arts & Humanities
Neil Ward	Pro-Vice Chancellor Academic