

Action Plan to Support the Implementation of 'The Concordat to Support the Career Development of Researchers'

Supporting Information: how the plan was developed

Governance Structure

At the University of East Anglia (UEA), the Pro-Vice Chancellor Research, Enterprise and Engagement has lead responsibility for ensuring that the principles of the Concordat are implemented. The Pro-VC chairs the University's Research Staff Working Group (RSWG, https://intranet.uea.ac.uk/hr/intranet/crs/terms_of_reference) the purpose of which is to '*maximise the career potential, satisfaction and productivity of research personnel*'. The RSWG is responsible for monitoring the implementation of the Concordat, through development and review of the University's Code for Research Staff (https://intranet.uea.ac.uk/hr/intranet/crs/ra_code) and its Concordat Implementation action plan. The Pro-VC reports to the University's Executive Team (Senior Management Team: <http://www.uea.ac.uk/about/organisation/executive>) any significant issues relating to implementation.

Gap Analysis

In order to identify gaps in our implementation of the Concordat we used four main sources of evidence:

1. Our main body of original evidence derived from participation in the Careers in Research On-line Survey (CROS) 2009, in which we achieved a 20.3% response rate. We subsequently mapped our responses against the Concordat principles to identify the key areas for progression.
2. We compared our CROS 2009 response data against the national aggregate responses and against other 1994 group institutions. Reports from both of these comparisons were made available to research staff at UEA, and we invited feedback on them. The School of Environmental Sciences Research Staff Affairs Forum and School of Biological Sciences Contract Researcher Forum each gave a response on behalf of the research staff in their respective Schools (collectively corresponding to 59% of total number of research staff at UEA). Both RS fora have continued to provide further qualitative evidence on how well UEA is meeting the principles of the Concordat.
3. Members of the Research Staff Working Group, which included Research Staff representatives and the Associate Deans for Research (themselves senior managers of research staff) in the four UEA Faculties reviewed and evaluated all of UEA CROS 2009 data, and have provided further anecdotal evidence for the gap analysis.
4. Research Staff Coordinators (members of staff with a high level of interest in research staff issues) have been appointed in all Schools (or Faculties, where numbers do not support a School-only appointment) to facilitate the induction of and communication with research staff. Research Staff Co-ordinators are required to report annually to the Research Staff Working Group regarding how the University's Code for Research Staff (produced in light of the Concordat principles) is being enacted in their School.

Concordat Implementation Plan

In 2010 members of the Research Staff Working Group started to draft a Concordat Implementation Plan which based on the above evidence focused on **three main areas for progression: *Improving policies and procedures regarding research staff recognition and value; improving research staff induction; and improving appraisal and career development of research staff.*** The intention was to submit the UEA action plan for the HR Excellence in Research Award in early 2011. However, progression with the Implementation Plan was halted while the University underwent a major restructuring of all of its support functions during 2010-11 and a new Pro-Vice Chancellor, Research, Enterprise and Engagement was appointed. These changes in University personnel also prevented UEA from engaging with the Careers in Research Online Survey 2011 and Principal Investigators and Research Leaders Survey (PIRLS) 2011.

The 2010 Plan has been reviewed and developed during 2012 using further evidence from the School Research Staff fora, Research Staff Co-ordinator annual reports and from members of the Research Staff Working Group.

The final UEA Concordat Implementation Plan has been published on the University website: <http://www.uea.ac.uk/research/research-staff/Concordat-Implementation-Plan>

Monitoring Implementation

The Research Staff Working Group will be responsible for ensuring the Implementation Plan is delivered. The group will review progress with appropriate identified actions (priority according to action deadlines) at each of its four meetings per year. The group will then oversee a comprehensive internal review of the entire Implementation plan on an annual basis i.e. July 2013, July 2014. The first annual review will be informed by results from CROS and PIRLS 2013.