PRINCIPLE 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research							
Action No.	Concordat Reference	Action	Relationship to 2016-18 Plan	Lead	Deadline	Success Measures	Status
1	1.1	Review KPIs related to recruitment and progression of researchers as part of development of new Research & KE Strategy.	Updated from 16/18	DPVC Research	Jun-18	1) New KPIs established and new Research & KE Strategy launched 2) Full reporting on KPIs to Research Committee 3) Data on KPIs shows they have been met	
		Develop new set of KPIs related to recruitment and progression and embed in new strategy.		DPVC Research	Oct-18		
		Report against new KPIs to Research Committee		DPVC Research working with HR	Jun-19 and ongoing		
		Review and evaluate effectiveness of new policies on probation, appraisal and promotion for research staff		DPVC Research working with HR	Jun-20 and ongoing		
2	1.1, 4.1	Finalise and implement new policy for appraisal	c/f from 16/18	Director of HR	Jun-19	1) Changes to policy and approach identified and implemented to ensure effective representation of Research staff. 2) Set of key indicators for monitoring effectiveness agreed. 3) Review of data in June 2020	
3	1.3	Review of effectiveness of recruitment processes for externally-funded research posts	c/f from 16/18	Research Support Officer	Sep-19	1) Review completed 2) Recommendations made and processes revised accordingly	
4	1.5, 2.6, 3.5	Launch and monitor new Academic and Research Career Pathways Scheme	c/f from 16/18	Deputy Vice Chancellor and DPVC Research	Dec-18	1) Scheme launched 2) Staff engage with the scheme	
		Review of scheme		DPVC Research	Dec-19	1) Review and evaluation of scheme completed and reported to relevant committees.	

PRINCIPLE 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's HR and a key component of their overall strategy to develop and deliver world-class research							
No.	Concordat Reference	Action	Relationship to 2016 Plan	Lead	Deadline	Success Measures	Status
5	2.1	Enhance data collected on staff engagement with development opportunities including differentiating by job role (i.e. academic, research, professional support)	c/f from 16/18	Head of Organisational Development	Sep-18	1) Enhanced quality data being collected on staff engagement with development opportunities	
6	2.1	Increase research staff engagement with staff development opportunities	c/f from 16/18	Head of Organisational Development	Jun-20 and ongoing	1) 20% year-on-year increase in proportion of research staff engaged in all staff development programmes 2) Target 100% engagement of research staff in the Researcher Development Programme by the end of 2019/20	
7	2.1	Review and revise staff exit survey to ensure capture of fuller data (including specifics on staff development)	Updated from 16/18	Director of HR	Jan-19	1) Identify specific changes required in relation to staff exit survey. 2) Agree process of identifying research staff for monitoring purposes 3) Implement revised exit survey 4) Monitor outcomes in relation to research staff.	
8	2.2, 2.4	Review new policy and processes on fixed term contracts	c/f from 16/18	Director of HR	Jan-19	1) Review of policy and processes complete 2) Outcomes of review feed into revision of policy as appropriate 3) Evidence of retention and redeployment of fixed term researchers	
9	2.3	Evaluate Research Leaders programme and revise programme in light of evaluation	c/f from 16/18	Researcher Development Officer	Jul-18	1) Evaluation complete 2) Revised programme delivered in 18/19 3) All places on the programme filled	
10	2.3	Engage with PIRLS19 and compare University results with PIRLS17. Also compare both sets of results with national results	c/f from 16/18	Researcher Development Officer	May-19	1) Staff engage with survey with response rate greater than 40%	
11	2.5	Continued monitoring of pay progression for research staff	c/f from 16/18	Director of HR	Aug-18 and ongoing	1) Monitoring confirms that progression is in accordance with the JNCHES National Pay Framework Agreement	

	PRINCIPLE 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment						
No.	Concordat Reference	Action	Relationship to 2016 Plan	Lead	Deadline	Success Measures	Status
12	3.1	Full evaluation of the Researcher Development Programme	New	Researcher Development Officer	Aug-18	1) Evaluation complete and informs the programme going forward	
13	3,1	Engage with CROS19 and compare University results with CROS17. Also compare both sets of results with national results.	c/f from 16/18	Researcher Development Officer	May-19	1) Staff engage with survey with response rate at least 50%	
14	3.3, 4.2	Review of researcher engagement with the "Worcester Scheme"	c/f from 16/18	Researcher Development Officer	Jul-19	1) Review complete 2) Minimum of 10 researchers have successfully completed the programme over 2017/19 and 2018/19	
15	3.3, 3.9	Develop a multi-format strategy to improve communication of training and development opportunities in the RDP, to research staff	New	Researcher Development Officer	Aug-18	1) Target 100% engagement of research staff in the Researcher Development Programme by the end of 2019/20, i.e. all research staff engage with at least 1 workshop	
16	3.2, 3.4, 3.8	Develop and implement a strategy to ensure research staff consider a broad range of employment outcomes, both academic and non-academic	New	Researcher Development Officer	Jul-19	1) More than 35% of research staff engage with events that focus on employment options for researchers	
17	3.4	Organise conference for researchers in Jan19 focused on career development and evaluate effectiveness	c/f from 16/18	Researcher Development Officer	Jan-19	1) Conference takes place and is well attended with positive feedback from attendees	
18	3.7, 3.8	Evaluation of research mentoring scheme	c/f from 16/18	Head of Organisational Development	Jan-19	1) Evaluation complete 2) Minimum of 5 research staff engaged with scheme 3) Evaluation outcomes feed into development of the programme going forward	

	PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career						
No.	Concordat Reference	Action	Relationship to 2016 Plan	Lead	Deadline	Success Measures	Status
19	4.1	Relaunch the Emegerging Researcher Research Café with a clear vision of its audience and purpose.	c/f from 16/18	Researcher Development Officer	Oct-18	1) Café relaunched; well-attended with positive feedback	
20	4.4	Find new approach/ strategy to encourage research staff to attend the Research Staff Forum	c/f from 16/18	Researcher Development Officer	Jul-19	1) Significant increase in attendance and engagement for 18/19 compared to 17/18	

PRINCIPLE 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning							
No.	Concordat Refernce	Action	Relationship to 2016 Plan	Lead	Deadline	Success Measures	Status
21	5.2	Develop a full programme of development activity focused on Knowledge Exchange including commercialisation	Updated from 16/18	Research & KE Facilitator	Oct-18	Cluster on Knowledge Exchange part of the Researcher Development Programme for 18/19	
22	5.3	Review policy and practice against the Concordat to Support Research Integrity and other external frameworks	c/f from 16/18	DPVC Research	Oct-18 and ongoing	Policy and practice continues to be aligned to the Concordat to Support Research Integrity	
23	5.6, 3.1	Evaluate effectiveness of tools to support PDP for research staff	New	Researcher Development Officer	Jul-19	1) Evaluation complete 2) 25% of research staff using the tool	

No.	Concordat Reference	Action	Relationship to 2016 Plan	Lead	Deadline	Success Measures	Status
**PRINCIPLE 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers**							
24	6.1	New E&D Framework and Objectives established – the current framework is due for review and will need updating in line with the new strategic plan	New	Chair of E&D Strategic Group	Sep-19	1) New E&D Framework and associated objectives formally approved	
25	6.2	Continued monitoring of recruitment data for age, gender, disability, race, sexual orientation and faith	c/f from 16/18	HR Committee	Jul-18 and ongoing	1) Recruitment data meets with Equality Objectives	
26	6.7	Continued review of workforce composition for age, gender, disability, race, sexual orientation and faith by job role	c/f from 16/18	HR Committee	Jul-18 and ongoing	1) Workforce composition is aligned with Equality Objectives	
27	6.10	Establish a timetable for submissions for further Athena SWAN and other relevant awards	New	Chair of Athena SWAN Self-Assessment Team	Dec-18	1) Timetable for further institutional and departmental applications established	
28	6.10	Submit for Departmental Silver Award in a minimum of 2 departments	New	Chair of Athena SWAN Self-Assessment Team	Nov-21	1) Applications submitted, likely in Nov 2020 and Nov 2021	

No.	Concordat Reference	Action	Relationship to 2016 Plan	Lead	Deadline	Success Measures	Status
**PRINCIPLE 7: 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**						
29	7.1	Review membership and effectiveness of Concordat Implementation Group	New	DPVC Research	Dec-18	1) Group continues to ensure the effective implementation of the Concordat Action Plan	