| **Concordat section(s) addressed** | **Action & Critical Success Measures** | **Timeframe** | **Responsibility** | **Update April 2016** |
| --- | --- | --- | --- | --- |
| A: Recruitment & Selection 1 | **Recruitment and Selection**  Review of recruitment and selection policy & procedure, and the addition of refresher training | July 2014 | HR & SL&D | Updated Policy & Procedure agreed at Executive Board 7 April 2014. Waiting on SharePoint development for implementation |
| A: Recruitment & Selection 2 | **Recruitment and Selection**  Provide Equality refresher for those on recruitment panels | August 2014 | SL&D | Refresher training for those who last attended Part 1 course prior to 2010. Relevant staff must attend and this is monitored by HR, reported annually in the Equality and Diversity Staff Report to both HRC and EDC. |
| A: Recruitment & Selection 3 | **Training for Recruiters**  Review of recruitment and selection training, and the addition of refresher training | August 2014 | HR & SL&D | Training reviewed and additional material on Unconscious Bias added to course. Refresher training for those who last attended Part 1 course prior to 2010.Reported annually to HRC Term 2 in the review of training effectiveness. |
| A: Recruitment & Selection 4 | **Recruitment and Selection**  Ensure access to International Staff resource is made available at an early stage of the recruitment process by adding information to the relocation pack | December 2014 | HR | In progress. Delayed by restructure of HR and change of personnel. Added to new action plan. |
|  | | | |  |
| B: Recognition & Value 1 | **Recognition & support**  Identify those members of staff who are research managers & ensure they are clear about what is expected of them and what support is available to them in that role | July 2015 | Research Office | New system of ‘Kick Off’ meetings for all new research projects clarifies roles and responsibilities. Additional Research Co-ordinator training provides support at departmental level. |
| B: Recognition & Value 2 | **Redeployment Opportunities**  Ensure research staff engagement with redeployment processes and opportunities through end of fixed term contracts process | July 2014 | HR, HoDs | Automated end of fixed term contract process sending reminders to the managers of research staff. End of fixed term process includes discussion on redeployment and career discussions. |
| B: Recognition & Value 3 | **Staff Development & Review Scheme (SDR)**  Monitor engagement of researchers with SDR process ensuring that all post-probation research staff hold annual reviews and that the process includes an explicit focus on career development | Annually from 2013-14 | SL&D | Will be included in report to HR Committee Term 1.This will refer to a small subset of ECRs as many will continue to be supported through the probation process as they have a 3 year probation period. |
| B: Recognition & Value 4 | **Identify Principal investigators who currently manage teams or who aim to in the future and offer tailored courses**  a) Develop ‘Practical Grant Management. Course(s) including information on HR issues, managing grant finances and reporting to funders, and building capacity through follow up funding  b) Develop ‘Managing a Team’ for experienced PIs or consultants | Course developed and delivered by July 2015 | REO, HR, Finance | A) Additional Post-Award seminar also delivered. B) External course on ‘Managing a Team’ offered |
| B: Recognition & Value 5 | **Probation Procedure**  Ensure that researchers and their managers follow the institutional probation procedure in all cases for staff employed on at least 6 months’ contract. | As recruited | HR, research managers | Clear process exists for research staff on contracts of at least 6 months. Shorter contracts fall within the Employment of Casual Staff Policy. |
|  | | | |  |
| C: Support & Career Development 1 | **Induction & Orientation**  Encourage research staff to attend the School’s orientation programme; ensure research staff receive supporting materials at induction and orientation and have access to International Staff site | As recruited, within six weeks | ADRs, Research Office, SL&D | Research staff are invited to the School’s Orientation programme. Induction materials sent out including link to International Staff site. Reported annually in the Equality and Diversity Staff Report to both HRC and EDC. |
| C: Support & Career Development 2 | **Mentoring Scheme**  Encourage research staff to make use of the School’s mentoring Scheme, and monitor take up | Annual report | Research Office, SL&D, ADRs | New staff member with responsibility for work-based learning initiatives will pick this up in collaboration with REF working group. Mentoring will be tailored for research staff. |
| C: Support & Career Development 3 | **Training & Career Development**  Consideration should be given to the most appropriate way(s) of providing researchers with the opportunity to reflect on the career development related both to the skills needed for a funded project to be successful, and those of transferable skills | By July 2015 | Careers, SL&D, Research Office | Progress against this will be monitored by the REO and reported to REC annually. |
| C: Support & Career Development 4 | **Grant Applications**  a) Run specific sessions for research staff on making grant applications including deciding on who to apply to at different points in the research career.  b) Produce short videos on bidding for funding for ECRs to embed in web content | a) By July 2014  b) By July 2015 | Research Office | a)COMPLETED.  b) Videos not produced due to time constraints, but increased tailored support given to individuals regarding bidding for funding |
|  | | | |  |
| D: Researchers’ Responsibility 1 | **Support for Researcher Development**  a) Develop and run ‘Good conduct in research’ course (to include research Ethics, Authorship etc)  b) Develop ‘Work in the Field’ course | July 2015 | Research Office, SL&D, Health & Safety Office | Comprehensive programme of events run. Epigeum research Integrity course introduced and available to all PhD students and staff, with phased compulsory introduction for different groups up to 2017-18. Ethics Policy agreed and in place |
| D: Researchers’ Responsibility 2 | **Support for Researcher Development**  Hold a review of the services offered by the Careers Group, including how to better reach this group of staff and find out what training and development needs they have | July 2014 | Careers, SL&D | Careers Consultant (PhDs & Early Career Researchers) made permanent. Closer liaison established with REO & SL&D. Tailored emails with information on courses and other support available |
| D: Researchers’ Responsibility 3 | **Support for Researcher Development**  All research staff to be made aware of the dedicated careers support and guidance available to them | As recruited, within six weeks | Careers, research managers. Doctoral School Management group | Career development consultations and sessions held. Use of Postdoctoral staff to co-deliver Career Service programme raises profile |
|  | | | |  |
| E: Diversity & Equality 1 | **Gender pay gaps**  Ensure that the annual HR equality report includes research staff as a separate category. Report to HR and Equality Committees in Term 2 | February 2014, and annually | Deputy Secretary, Diversity & Inclusion Manager | In 2014-15 will be reported to HR and Equality Committees in Term 3 |
| E: Diversity & Equality 2 | **Dignity at SOAS**  Publicity campaign to advertise the policy; train more anti-harassment contacts and advertise their availability | July 2014 | Diversity & Inclusion Manager | Dignity at SOAS policy replaced by Respect at SOAS. Agreed by EB & EDC. Anti-harassment advisers still to be increased |
| E: Diversity & Equality 3 | **Review Equality Information required for REF**  Positive action development opportunities are offered for female research and academic staff with attendance and progress being monitored | July 2015 | Diversity & Inclusion Manager; Pro-Director Research; Research Office | In Equality Strategy (to be published May 2016). 5 places for female staff on LF Aurora programme and 2 on LF Leadership Matters programme |
| E: Diversity & Equality 4 | **Review Equality Information required for REF**  To fully utilise and promote equality and diversity resources to increase the understanding of equality diversity issues amongst those who manage research staff | July 2015 | Diversity & Inclusion Manager, Research Office | In Equality Strategy (to be published in 2014-15 session and discussed at EDC and MEDE) |
| E Diversity & Equality 5 | **Review Equality Information required for REF**  Seek to facilitate the re-entry into research after maternity leave or prolonged caring or other leave | July 2015 | Diversity & Inclusion Manager, Deans | New policy on research leave for returners introduced. |
| E: Diversity & Equality 6 | **ECU: Gender Equality Charter Mark (GEM)**  **Bronze Award**  Institutional application made April 2014. Working group to be set up to monitor action plan and reports to Equality Committee after results are known in August. If successful to start preparations for the Silver award | July 2016 | Diversity & Inclusion Manager, HR | Successful submission for Bronze award. Working towards reaccreditation in October 2017. |
| E: Diversity & Equality 7 | **ECU: Race Equality Charter Mark Bronze Award**  Consider involvement in pilot with the aim of being fully involved once it is launched | July 2016 | Diversity & Inclusion Manager, HR | Under consideration by MEDE. Action plan in place for more detailed consideration |
|  | | | |  |
| F: Implementation & Review 1 | **Staff Survey**  Analyse data from research staff as a separate category in the annual pulse staff survey to ensure that their concerns are noted (if different from other staff groups). Report to HR Committee | October 2013, 2014 | HR, SL&D | October 2013 – insufficient returns from research only staff to report on separately. |
| F: Implementation & Review 2 | Identify key questions from CROS and PIRLS that are of interest and include in staff survey or separate survey on research staff issues. To include all staff who research. | April 2015 | SL&D, Research Office | Decision not to run these surveys due to small number of research only staff and results not being statistically relevant. Survey for wider group of staff including academics to be considered for Term 2, 2014-15. Results will be monitored and discussed at REC in Term 3. |
|  | | | |  |

**Actions Completed**

**Actions Still in Progress**

**Glossary**

ADR Associate Dean for Research

EB Executive Board (SOAS Senior Management Team)

EDC Equality & Diversity Committee

HR Human Resources Directorate

MEDE Model Equality and Diversity Employer

PDHEP Core Units Professional Development in Higher Education Programme, 3 day core units as minimum teacher training requirement

PI Principal Investigator

REC Research & Enterprise Committee

REF Research Excellence Framework

SL&D Staff Learning & Development