| **Concordat Principle**  | **Descriptor** | **Action**  | **Timeframe** | **Success Measures** | **Responsibility** | **Update May 2019** |
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| Recruitment & Selection 1.1.1 | The level of pay or grade for researchers should be determined according to the requirements of the post | **Research Post Review**Review of the currently agreed job descriptions and person specifications for research roles  | 31/07/19 | G6 – 10 template roles on web site & used by recruiting managers. Used by REO at early stage of recruitment to ensure consistency of grading in 100% of research post recruitment | HR | 09/07/18 JDs on web site. REO are informing PIs that they are there.  |
| Recruitment & Selection 1.1.2 | The level of pay or grade for researchers should be determined according to the requirements of the post. | **Research Staff Policy**Consider the need to produce research staff policy outlining what duties research staff should undertake at different grades. Do published JDs & new handbooks mean this is no longer necessary? | 31/07/19 | Policy considered. If need identified, agreed and on web site for research staff. In-coming Pro-Director to consider (start 01/09/2018) | Pro Director Research |  |
| Recruitment & Selection 1.2.1 | Employers should strive to attract excellence and respect diversity | **Recruitment and Selection**Ensure SOAS is an employer of choice for international research staff. Information targeting International Staff is made available at an early stage of the recruitment process, is on web site and included with offer letter  | 01/07/19 | Added to 100% of offer packs for international staff. Updated information in New Research Staff Handbook. Usefulness checked in annual focus groups and questionnaire. Target for 2020: to retain current 67% ( +/- 10%) of appointments from international researchers (in the light of anticipated constraints e.g. Brexit) | HR |  |
| Recruitment & Selection 1.2.2 | Employers should strive to attract excellence and respect diversity | **Recruitment and Selection**Ensure SOAS is an employer of choice for research staff. Include HREiR logo on all adverts for research post and in HR/REO communications with potential and new staff | 01/07/19 | HREiR Logo added to 100% of appropriate recruitment materials and email signatures of staff in relevant roles in HR, REO, Library and Careers.  | SL&D |  |
| Recruitment & Selection 1.2.3 | Employers should strive to attract excellence and respect diversity | **Recruitment Pages**Develop SOAS recruitment page on web site in order to provide specific details about the benefits of being a researcher at SOAS ‘Work for Us’ page published | 01/07/19 | Recruitment page created. Target: page accessed by all new to SOAS applicants. Monitored in annual questionnaire. Target: 90% positive feedback on usefulness of site | HR |  |
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| Recognition & Value 2.1.1 | Research managers should be required to participate in active performance management, including career development guidance and supervision of those who work in their teams | **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 | 31/7/19 | Target: 100% of post probation research staff hold annual reviews. Reported in annual HR report for EDC. Usefulness monitored in annual questionnaire. Target 90% positive feedback. | SL&DM |  |
| Recognition & Value 2.1.2 | Research managers should be required to participate in active performance management, including career development guidance and supervision of those who work in their teams | **Support Principal Investigators who currently manage teams or who aim to in the future and offer tailored courses**SDR scheme likely to change in 2018-19 which will mean developing training for staff groups including research and PIs  | 31/07/19 | Target: 100% of PIs trained by 2019. [If new system is developed and introduced, online and face sessions will be developed, target 80% of PIs to complete by 2019; 100% by 2020] | Research Manager |  |
| Recognition & Value 2.1.3 | Research managers should be required to participate in active performance management, including career development guidance and supervision of those who work in their teams | **Support Principal Investigators who currently manage teams or who aim to in the future and offer tailored courses*** Offer ‘Managing a Team’ for experienced PIs or consultants
* Promote Vitae resources for PIs via website/MySOAS and staff Bulletin
* Promote SOAS Self-Development toolkit resources under theme of ‘Managing People and Teams’
 | 31/07/19 | Include management of teams as a ‘Coffee Morning’ topic; Increased awareness by PIs of Vitae & SOAS Self-Development Toolkit resources so that at least 75% of PIs are aware of the Concordat and Vitae resources, measured through annual survey and reported to REC by 2018. Target: 100% by 2020. | Research Manager |  |
| Recognition & Value 2.1.4 | Research managers should be required to participate in active performance management, including career development guidance and supervision of those who work in their teams | **Support Principal Investigators who currently manage teams or who aim to in the future and offer tailored courses*** Continue to develop the REO programme of support including making courses available online
* Launch and run training programme
 | 31/07/19 | Continue to develop and run 8 courses for PIs with feedback satisfaction at 4.00 and above (5 point scale). Target: 75% to attend/complete online at least one session annually | Research Manager |  |
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| Support & Career Development 3.1.1 | Employers should provide a planned induction programme to ensure early effectiveness through the understanding of the organisation and its policies and procedures | **Induction & Orientation**Encourage research staff to attend the School’s orientation programme. Increase in attendance through informing PIs when their staff do not complete the mandatory orientation training programme | 31/03/20 | 100% of new research staff invited to orientation; 10% increase in attendance each year monitored in the annual report to REC.  | SL&DM |  |
| Support & Career Development 3.1.2 | Employers should provide a planned induction programme to ensure early effectiveness through the understanding of the organisation and its policies and procedures | **Induction & Orientation**Review materials on an annual basis.  | 31/07/19 | 25% increase in number of research staff to have accessed pages. Usefulness checked in annual focus groups with 75% satisfaction. Reported to REC annually | SL&DM |  |
| Support & Career Development 3.2.1 | Researchers benefit from clear systems that help them to plan their career development | **Mentoring Scheme**Ensure all new research staff are given a mentor to help them with settling into SOAS and career development | 01/09/19 | 100% of new research staff to be offered a mentor. Usefulness to be monitored through annual questionnaire. Target: 80% positive feedback | Pro-Director Research |  |
| Support & Career Development 3.2.2 | Researchers benefit from clear systems that help them to plan their career development | **Training & Career Development**Continue to promote Vitae web site and materials on web site, in online handbook and at new staff orientation programme | 31/07/19 | Raised awareness of key information indicated in annual feedback questionnaire 2019 & 2020. Target: 80% positive feedback | SL&DM |  |
| Support & Career Development 3.3 | Research managers encourage researchers to maintain or start their CPD | **Research staff forum**Continue to run termly lunch meeting for research staff to meet others from across the institutions and discuss issues | 31/07/20 | 4 sessions run annually during term time starting October 2016. 25% increase in numbers of staff attending at least one session by 2020. | Research Manager |  |
| Support & Career Development 3.4.1 | Research managers provide effective research environments for the training and development of researchers | **Grant Applications**Continue to run specific sessions for research staff on making grant applications including deciding on which funders to apply to at different points in the research career. | 31/07/20 | One session run with all new researchers invited; online version available. Target: 25% increase in numbers of staff completing course by 2020.  | Research Manager |  |
| Support & Career Development 3.4.2 | Research managers provide effective research environments for the training and development of researchers | **Epigeum Enhancing Research Ethics/ Research Integrity module**Ensure that all new PIs complete the training on changing ethical, legal and professional obligations and standards before starting a new grant  | 01/07/2020 | 100% of PIs with new grants to have completed the training before the start of the grant. Training to be done every 3 years Target: 100% of staff with grants to complete the training before the grant starts with refresher training after 3 years  | Research Governance Officer |  |
| Support & Career Development 3.4.3 | Research managers provide effective research environments for the training and development of researchers | **Research Impact programme**Deliver an annual programme of events on understanding and ensuring research impact | 31/07/20 | Design programme, advertise and run 5 workshops. Target: 50% of research staff to attend at least one session | Impact Manager |  |
| Support and Career Development 3.5 | Employers, funders and researchers recognise that researchers need to develop transferrable skills delivered through embedded training | **Develop Teaching Skills**Ensure that all research staff who teach attend the PDHEP Core Modules as per current GTAs (unless they can show previous experience or qualification) | 01/10/19  | Research staff contract amended to include mandatory attendance at Core Modules prior to teaching; Monitoring system set up to ensure 100% compliance; reported in annual HR equality report | Pro Director L&T |  |
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| Researchers’ Responsibility 5.1.1 | Researchers should recognise that the primary responsibility for managing and pursuing their careers is theirs | **Careers Support**All new research staff to be made aware of the dedicated careers support and guidance available to them by email within 12 weeks of contract start. At least one Careers guidance session included in the post-doc lunch programme annually | 31/12/20 | 100% of new research staff to receive welcome email. All staff kept informed of available support by email. Target: 10% increase in numbers attending careers sessions by 2020. | Careers |  |
| Researchers’ Responsibility 5.1.2 | Researchers should recognise that the primary responsibility for managing and pursuing their careers is theirs | **Training Needs**Researchers make use of REO programme, Vitae web site and materials on web site, online handbook, departmental and centrally organised seminars and training events | 31/07/20 | All staff kept informed of available support by email. Training needs recorded as part of SDR (or replacement/new scheme). Increased participation in centrally organised events to 60% (from 40%) per annum by 2020 | SL&DM |  |
| Researchers’ Responsibility 5.2 | Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated | **Personal Development Research Plans**Research staff discuss research plans at regular meetings with PI | 31/07/19 | All PIs to ensure research plans are discussed in line with REF requirements. Completion to be monitored through annual questionnaire. Target: 100% completion | HoDs |  |
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| Diversity & Equality 6.1 | Public bodies to take positive steps to promote equality | **Institutional Commitment**New EDI Strategy (2016-2020) adopted by SOAS summer 2016 | 2016-2020 | Actions have been identified and will be monitored on a termly basis by EB and EDC | Diversity & Inclusion Manager |  |
| Diversity & Equality 6.2 | All managers of research should ensure that measures exist … through which discrimination, bullying or harassment can be reported and addressed | **Respect at SOAS**Publicity campaign to advertise the policy; train more anti-harassment contacts and advertise their availability | 31/07/19 | A further 5 anti-harassment contacts identified and trained by 2019. | Diversity & Inclusion Manager |  |
| Diversity & Equality 6.3.1 | Employers should also consider participation in schemes such as the Athena SWAN Charter … and other initiatives aimed at promoting diversity in research careers | **Athena Swan Charter, Equality****Bronze Award** EB to consider benefits of reapplication for bronze award; reconstitute self-assessment team  | 30/04/19 | Athena Swan Self-assessment complete resubmission by deadline | Diversity & Inclusion Manager  |  |
| Diversity & Equality 6.3.2 | Employers should also consider participation in schemes such as the Athena SWAN Charter … and other initiatives aimed at promoting diversity in research careers | **Race Equality Charter Mark Bronze Award**Decision taken regarding involvement in scheme; submission made | 30/07/20 | Working group set up & submission completed (depending upon institutional priorities). | Diversity & Inclusion Manager |  |
| Diversity & Equality 6.4 | Address the disincentives and indirect obstacles to retention and progression … which may disproportionately impact on some groups more than others | **REF 2021 Submission**‘Inclusion in Research Working Group’ established. This will include focus on ensuring equal representation in the REF and on support for all ECRs and future REF submissions | 31/01/17 (set up)31/07/20 | Working group set up with ToRs and reporting line. Minuted meetings on a termly basis as evidence of consideration of inclusion issues | Pro Director Research |  |
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| Implementation & Review 7.1.1 | Promote implementation through a commitment to reviewing progress | **Focus groups & questionnaire**Request feedback on perceived progress against targets from research staff and PIs (focus groups, interviews & questionnaire) to report to REC annually | 31/07/17 & annually | Information gathered; action plan amended as necessary. Reaccreditation sought May 2020 | SL&DM | Will be completed and reported to REC annually |
| Recognition & Value 7.1.2 | Promote implementation through a commitment to reviewing progress | **Exit Questionnaires**Collect information on what we are doing well / badly; Online form developed for exit questionnaires and feedback monitored | 31/07/20 | Research staff included in exit form process; Increase return rate to 100% of leavers by 2020. Feedback monitored & reported to HRC (specific issues for research staff reported to REC). | HR | Automated system developed |
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**Glossary**

AF Ambitious Futures internship programme

EB Executive Board

EDC Equality & Diversity Committee

HR(C) Human Resources (Committee)

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

RM Research Manager

SL&D Staff Learning & Development

SL&DM Staff Learning & Development Manager