hr EXCELLENCE IN RESEARCH

UNIVERSITY OF LIVERPOOL

Details	
Institution name:	University of Liverpool
Cohort number:	4
Date of submission:	January 2024
Institutional context:	The Concordat continues to be firmly positioned and specified as a core institutional strategic priority in the new University Strategy 2031 which was launched in October 2023. Strategy 2031 states that *"We will deliver sector-leading support for the development of research talent at all career stages, as exemplified by our commitment to Prosper, The Concordat and wider initiatives..."* (p.5) The Strategy further embeds Concordat action planning and priorities across its key objectives, such as *"Continue to invest in early career talent, including through the recruitment of Research Fellows, with diversity, cohort-building and leadership development embedded in the process."* (p.5) This focus of embedding the Concordat across our University Strategy and day-to-day activities is reflected in our transparent approach to internal governance, led by the Pro Vice Chancellor for Research and impact (PVC R&I) who chairs the Concordat Steering Group (CSG). The CSG has a diverse, targeted membership. Most notably, there are six research staff representatives on the CSG, who ensure the Group's accountability to Liverpool's postdoctoral and early career researchers and ensure direct insights into the lived realities of research staff at Liverpool. The CSG reports to the Research and Impact Committee, creating alignment to other R&I activities and, in turn, reports to the Council and the Planning and Resources Committee. In addition, the Concordat is embedded within parallel activities, including the formal management of the Athena Swan Committee, the Technician Commitment, the Race Equality Charter, the Open Research Leadership Group, etc, ensuring that the clear synergies and common aspirations between these activities are recognised and addressed. **Please note:** **1. This action plan encompasses a range of success metrics, with distinct teams assuming leadership roles with a focus on fostering collaborative endeavours across the institution. This approach ensures a cohesive Concordat Implementation Strategy at Liverpool. The delineation of responsibilities reflects a thorough distribution, highlighting the authentic integration of the Concordat across each of the Faculties and central research-enabling professional service functions.** **2. Rows highlighted in a taupe colour signify instances of cross-references to actions and success measures across multiple sections of the action plan.**

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	1470	This includes 920 staff on research-only contracts, such as postdoctoral researchers, research assistants and early career research fellows. There are also 550 principal investigators (PIs) who are/ have been in receipt of grant(s) within the last 5 years. This number does not include staff who are considered academics/ lecturers/ research and teaching only staff.
Postgraduate researchers	n/a	
Research and teaching staff	1000	There are a number of cross-overs between this number of research and teaching staff, and those PIs in receipts of grants.
Teaching-only staff	n/a	
Technicians	714	The University has a cohort of highly skilled specialist research technical staff who are essential to the support of our research, such as developing methodology, technology and research facilities. In 2017, the University became a signatory to the Technician Commitment. Recognising that research technical professional expertise and contributions did not necessarily fit the traditional progression route for academics, in 2023, we were the first university across the sector to introduce a comprehensive, dedicated promotion pathway for specialist technical (technologists) colleagues, known as the Research Technical Professional (RTP) Career Pathway. Employed in a wide range of roles, including potentially, some colleagues on research-only contracts, this pathway has been developed to enable the University to reward, retain, provide the recognition and grow our own talent and to give a clearer route for those whose aspirations may not fit the traditional academic career pathway.
Clinicians	n/a	
Professional support staff	n/a	
Other (provide numbers and details):		**Note:** The direct beneficiaries of the Concordat at Liverpool are those employed primarily to conduct research, i.e postdoctoral researchers, research associates, research assistants, early career research and tenure track fellows. However, we recognise that the benefits of the Researcher Development Concordat activities extend to other groups of individuals who actively engage in research within the University and who are expected to develop their research identity as part of their career progression. These include staff on teaching and research or teaching-only contracts, research-related professional support staff, research technical staff and PGRs.

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Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECI1	Ensure all relevant staff are aware of the Concordat.	Faculty Concordat Champions to: - ensure the Concordat is a standing item on the agenda, including regular updates about progress against the Concordat Action Plan - signpost the Concordat module, and Statement of Expectations at local and central Faculty inductions and Away Days.	No	June 2025 (in alignment with 'regular' CEDARS biennial cycle)	Concordat Champions working with Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	At least 5% increase in staff rating their knowledge and understanding of Concordat as "some understanding or know this exists" measured by CEDARS 2025 (from 2023 baseline data of 65% at UoL, compared to sector average of 53% in 2023)				

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ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Faculties to identify/ appoint Faculty Research Culture/ Research Environment leads (or equivalents) to support awareness raising and sharing of best practice of a positive research environment, including institutional policies. (Also see ECI6).	No	September 2026	Faculty APVCs R&I	- Appointment of at least one individual across each Faculty whose remit is to ensure inclusive and equitable institutional policies are communicated to research staff. - At least one environment and culture related event per year to which research staff are also invited.				
		Ensure that the Researcher Hub is redesigned to more clearly signpost institutional policies and practices relevant to research staff.	No	November 2025	The Academy HRDC / RSA Steering Committee	- A focus group with research-only staff that will inform, influence and co-create the site redesign. - At least 500 hits on an updated webpage (compared with the November 2023 equivalent page hits of 250)	The major redesign project of the Hub will commence in 2024, therefore this is an estimated equivalent page hits benchmark.			
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	Review Faculty structures and processes to support the promotion of a positive research environment and culture, with input from research staff and managers of researchers. (Also see ECI2).	No	May 2025	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	Ensure that at least one research staff representative is included in all relevant faculty decision-making leadership groups and/or committees.				
		Include late stage PGRs/ very early postdoctoral equivalent stage researchers in discussions and raise awareness of early stage research staff issues.	No	February 2024	The Academy HRDC / RSA Steering Committee/ PGRDevNet co-leads	Include representation from at least 3 late-stage PGR/ very early postdoctoral equivalent stage researcher community on the CSG to feed into institutional practices and policies (in addition to existing 6 RSA representatives).				
		Identify existing effective practices and new initiatives to ensure a supportive and inclusive research culture, in which our researchers are able to meet their ambitions.	No	December 2024	CSG members (with secretariat for CSG meetings provided by the Academy)	- Led by PVC R&I, redesign CSG meetings to be held quarterly such that there is more targeted sharing and discussion about effective practices and new initiatives at local levels that are cascaded across faculties.				
				Depending on CEDARS 2024 Research Culture-focused pilot timeline	The Academy HRDC and CSG members	- At least 30% completion rate in the CEDARS 2024 pilot with a focus on Research Culture to establish benchmarks for ongoing effective practice at both local levels and institution-wide.				
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	RSA, Academy and VC's Office to rewrite language for the University Early Career Researcher of the Year Award to be more inclusive of postdoctoral researchers.	No	February 2024	RSA Steering Committee/ The Academy HRDC / VC Office	At least 2 more postdoctoral researchers to apply for ECR Award in 2024 (based on a baseline of 1 in 2023)				
		Continued investment in recognising the achievements of research staff and their contribution to the research culture and environment at Liverpool.	No	July 2024 (and annually thereafter)	The Academy HRDC / RSA Steering Committee	Mobilise at least 30 nominations across the institution from PIs, PGRs and peers to nominate research staff for 'Research Staff Champion' recognition awards that are ringfenced for research staff: - Research Culture Champion - Research Staff Community Champion				
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Implement the new wellbeing strategy which has been designed to promote a positive working environment, taking into consideration specific needs of research staff.	No	September 2026	The Academy (Head of OD)	Ensure at least one research staff representative on the Staff Wellbeing Steering Group.				

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		Explore return to work support following family or other long-term leave with the objective of providing an equitable approach for all staff groups, recognising that different measures may be needed in order to be genuinely useful for research staff unique contexts.	No	July 2025	Head of D&E Head of D&E Team The Academy HRDC / RSA Steering Committee	- Produce an options paper that explores various measures, including those specifically relevant to research staff. - Staff survey responses to indicate a 5% increase in confidence in reporting incidents of bullying and harassment (based on 2023 60% baseline). At least one case study produced annually to illustrate different approaches that can be taken for all staff groups and all types of parents. In addition to sharing these through HR communication routes (online on HR webpages and printed versions), researcher focused case studies will be shared via the Researcher Hub and the RSA.				
		Launch the peer Mental Health wellbeing ambassador scheme, which has now been expanded to include all academic and PS staff, as well as postdocs and technicians using Wellcome ISSF funding to support a dedicated EDI & Wellbeing post for co-ordinating.	Yes	December 2024	HLS APVC R&I, HRDD and the HLS Technology Infrastructure & Environment Directorate	- At least 5 peer Mental Health Wellbeing Ambassadors recruited to the scheme - Submit a case study about the Mental Health Wellbeing Ambassadors to the national Concordat Platform of Practice [new success measure].				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Please see EI4 for action related to embedding wellbeing and mental health in the new Research Team Leadership development programme.	No							
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Please see EI4 and ECM4 for actions related to embedding wellbeing and mental health in the new Research Team Leadership development programme and actions enabling managers to consider family-friendly working arrangements.	No							
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Investigate the viability of establishing a centralised fund dedicated to conferences/ professional courses or fieldwork. The fund would aim to cover expenses related to childcare, dependent care, or costs associated with the inclusion of a child accompanied by another parent or caregiver; open to all staff but specifically promoted to research staff.	No	May 2026	Head of D&E Team/ HR	- Evaluation questionnaire to support the development of baseline data for a minimum % of the pilot fund's annual take-up by research staff. - Research staff reporting positive experiences around event participation and impact upon their practices.	This action is directly related with the University's strategic commitment via the Athena Swan (AS) Charter.			
		Promote the updated family-friendly policy provisions of the University, revised in Summer 2023, with a particular emphasis on the Maternity, Adoption, and Paternity Leave Policies, targeting their relevance for research staff.	No	January 2024	Head of D&E Team/ Head of HR Business Partnering	- Based on feedback from research staff and their managers, generate clearly defined maternity leave flowcharts delineating specific options for individuals whose contracts conclude: (i) prior to the conclusion of the anticipated maternity leave period and (ii) promptly or shortly after the expected maternity leave period.				
				March 2024	The Academy HRDC / RSA Steering Committee	- Disseminate information on parental leave policies and the maternity leave flowchart for research staff/ fixed-term contracts through the RSA's quarterly wellbeing e-bulletins (to which managers of research staff are also subscribed).				

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ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Quarterly dedicated e-bulletins to all research staff that focus on wellbeing resources. (Also see ECI3)	No	April 2024	RSA Steering Committee	Publicise the University of Liverpool's Wellbeing Campus Map (including both Liverpool and Leahurst campuses) across quarterly wellbeing e-bulletins which highlights the locations of services and activities that research staff can access to help promote positive wellbeing and contains information on where research staff can find places to Be Active, to Connect, to find Support, To Take Time Out and to Eat Well.				
		The RSA to inform the Academy's Researcher Development activities to ensure there is time and space for research staff wellbeing factored across all events.	No	September 2026	RSA Steering Committee/ The Academy HRDC	- Time and space for wellbeing activities embedded across 100% of research staff-focused events. - A dedicated on-demand "Wellbeing Oasis" section within virtual delegate packs for flagship events that incorporate self-led wellbeing resources that are co-created with research staff, including signposting to the University's 'Five a Day' Wellbeing Framework [intranet link] - to reassess, redefine, reconnect, re-energise and restore - as applicable to research staff, enabling them to use each lens of the framework to reimagine their working practices so that they can reach their full potential and thrive in their work.				
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Explicit clarification and integration of Concordat Commitments related to the advancement and sustenance of a respectful and positive working environment focused on the research staff experience.	Revised action to help address ECR4 from previous action plan.	August 2024 (and annually thereafter)	RSA Steering Committee	RSA Terms of Reference to be annually reviewed and updated to clarify Concordat Commitments related to the promotion of a healthy working environment.				
		Faculty priority activities to enhance research staff awareness of policies and ways of reporting bullying and harassment. See also our range of actions and commitments as relate to ECI3 under the Wellbeing and Mental Health ECI3 sub-section of this document, that cover the promotion of good mental health and wellbeing through the effective management of workloads and people. Also see ECM3 and ECR4 for actions related to the mechanisms in place to support the reporting of inequitable behaviour.	No	September 2024	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps working with Faculty EDI leads	Increased visibility of Faculty provision for research staff of mental health and wellbeing support, and the reporting of bullying and harassment, including: - Host at least one annual wellbeing and mental health-themed session that is targeted at research staff and PIs - Ensure Faculty webpages signpost appropriately to the central Wellbeing Hub and the University's Report+Support tool				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Regular review of themes arising from CEDARS, all-staff survey (with a focus on research staff) and additional pulse surveys.	Revised action to help address ECR4	September 2024 (and annually thereafter)	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	Themes arising from multiple surveys are addressed through discussion at regular FLT meetings (frequency of FLT meetings vary between faculties) and implementation of				

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			from previous action plan.			agreed actions with a focus on research staff.				
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	Work with the equality staff networks and the RSA to identify any further actions to support staff groups represented by each network. Also please see related actions under ECI3 and ECM3 for actions related to the mechanisms in place to promote a healthy working environment.	Revised action to address ECR4 from previous action plan.	December 2025	Head of D&E / RSA Steering Committee	- New actions related to addressing incidents of discrimination, bullying and harassment identified specifically for research staff are taken forward.				

Equality, diversity and inclusion

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Promote events, resources, networks and best practice information related to EDI via appropriate faculty communication channels, including staff meetings, newsletters and on webpages.	No	December 2026	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	- Activities will be specifically designed around each respective Faculty's needs, and will include: o Host external speakers to discuss EDI matters (HSS) o Provide additional EDI training for all staff annually; some of the training will be compulsory for all staff to ensure increased awareness (FSE) o Provide funding to deliver activities that support EDI initiatives that are relevant to managers of researchers (HLS)				
				June 2025 (in alignment with 'regular' CEDARS biennial cycle)	The Academy HRDC	- At least 60% of research staff reporting that they have "undertaken training in Equality, diversity and inclusion" in CEDARS 2025 (from a CEDARS 2023 baseline of 53% and national benchmark of 57%).				
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	In support of the alignment of Athena Swan and Race Equality Charter actions, including the embedding of key equality principles into induction processes, communication that all research staff should adhere to EDI policies and principles.	No	December 2025	RSA Steering Committee	- EDI-related training and policies to be highlighted in the RSA monthly welcome email to all new research staff.				
				October 2024	Head of D&E/ AS and REC leads/ RSA Steering Committee	- EDI overview Lunch and Learn session organised as part of RSA's annual programme of activities.				

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Review faculty policies and practices that promote high standards of research integrity and professional conduct. Each Faculty will base their review on their specific identified areas for improvement including: - Implementation of an Ethics Action Plan, including enhanced governance to improve both the monitoring and quality of research ethics applications (HSS) - Faculty to capture data on research staff engagement with research integrity training and actions developed to increase engagement where necessary (FSE)	No	May 2025	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps/ RPI	Systematic improvements across faculties on focused areas, encompassing: - appointment of a new Ethics and Integrity Lead to support annual faculty ethics workshops and promotion of good ethical practice via the Faculty Newsletter (HSS) - monitor staff engagement with research integrity training to obtain baseline (FSE) - promote research integrity policies and practices via at least one Faculty Forum per year (HLS)				

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		- Research ethics and integrity policies and practices highlighted to all research staff (HLS)								
		Ensure an integrated approach to the development, promotion, and assessment of open research practices across the university.	No	March 2024	Head of Open Research / APVC RE&PR	- Set up the University's Open Leadership Group (ORLG) that meets quarterly with an objective of embedding a culture of open research practices. - Membership of the group to include at least one research staff representative.	The ORLG is in the process of being set up as of December 2023, and its Terms of Reference, Membership, Expectations, and Suggested Priorities are still taking shape.			
		Design and organise a conference on 'The Future of the Monograph', which will bring together academic, library and publishing colleagues to discuss the future of the monograph considering the changing nature of scholarship, the implementation of the UKRI Open Access policy for long-form publications, and opportunities for creative output.	No	October 2024	HSS APVCs R&I and HRDD and Libraries Museums & Galleries (LMG) team	At least 50 research staff stakeholders engaged in the event.				
ECM3	Ensure managers report and address incidents of poor research integrity.	See related actions under ECI5/ ECM2								
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	Ensure that all research staff strive for the highest standards of integrity when conducting research.	No	November 2026	RSA Steering Committee/ Head of Research Policy, RPI	RSA to advocate for continual engagement with training in research integrity across the research staff community by: - signposting research integrity training resources regularly via its weekly e-bulletins. - at least one RSA Lunch and Learn on research integrity per year.				
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	HLS Faculty to pilot scheme to 'Enhance culture and understanding surrounding research Integrity' Also see additional related actions under ECI5/ ECM2	No	October 2025	HLS APVC R&I / HRDD/ Deans / HoDs / HoOps	HLS to pilot the scheme so as to develop baseline evaluation data to embed a culture of research integrity and good data stewardship.				
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Integrate research staff across various Faculty fora (such as Faculty committees, Away Days, etc) wherein there will be decision-making and operationalisation of Strategy 2031.	No	September 2024	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	All Faculties to develop and roll out Strategy 2031 Action Plans with specific consideration of the research staff voice and contexts.	The University launched its new Strategy 2031 at the end of October 2023, so Faculties are at various stages of readiness in terms of action planning for Strategy 2031. The strategic commitment to the Concordat is a key feature of Strategy 2031 that will be embedded across local action plans.			
		Actively seek the views of research staff in the development of the Employee Value Proposition.	No	September 2024	The Academy (Head of OD)	Conduct at least 2 focus groups to which 100% of research staff are invited to share their views to develop an authentic, compelling employee value proposition that will help the University continue to attract and retain the very best research staff talent in order to achieve the ambitions set out in Strategy 2031.				

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ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Strategic investment in and implementation of the new Research in an Inclusive and Sustainable Environment (RISE) Contributions Framework and associated career stage guidance as the approach for which colleagues with responsibility for research are recognised for all types of contributions, including research staff.	No	February 2024	Head of HR Business Partnering	Recruitment of a 1.0FTE Grade 8 dedicated HR Business Partner to shape and develop existing HR processes to reflect the new RISE Contributions Framework.	The RISE Contributions Framework was approved by the University's SLT in September 2023, launched to broader University community in November 2023. Work around this strategic initiative continues to evolve.			
				March 2024	RISE leads	Establish a Narrative Statement Working Group.				
				June 2024	Head of Research Policy, RPI and APVC RE &PR	- Develop a 'living' Best Practice Guide to writing a Narrative CV. - At least 100 hits annually on the narrative CV Best Practice Guide.				
				August 2025	Head of Research Policy, RPI / HR	- Two dedicated sessions for research staff on the narrative CV sessions annually. - At least 40 research staff reporting they have created a narrative CV				
				December 2024	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps in conjunction with the Narrative Statement Working Group	New PDR guidance and training to be developed for reviewers and reviewees participating in the pilot. The narrative statement is implemented on an opt in/ pilot basis for the 2024-2025 PDR year to establish a benchmark for rollout across the institution.				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Design various initiatives and protocols to ensure fair, transparent policies to support REF preparations with focus on equality and diversity and reflecting a shift in emphasis towards assessment of People, Culture and Understanding.	No	December 2024	Head of Research Policy, RPI	- Development of a new institutional Code of Practice for internal output evaluation.				
				January 2026	Head of Research Policy, RPI	- New suite of activities created for supporting output development, taking into consideration research staff contexts.				
				June 2025	Head of Research Policy, RPI with Faculty APVCs	- Operational plans created to facilitate awareness and engagement with staff with relation to REF preparation, supported by consistent check-ins at Faculty fora throughout the year.				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See related actions under EI7, ECM5, EM5 and ER4 about how research staff can harness opportunities to lend their voice to policy in recognition of their roles as key stakeholders across the community.								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	RSA representation on the CSG is championed in recognition of their lived experiences and views as the university's future research leaders. And see PCDM4	Revised action to address ER4 from previous action plan.	September 2024 (and annually thereafter)	CSG	- The CSG Terms of Reference (updated annually) quorum shall reflect the inclusion of at least two RSA (research staff) representatives.				
				January 2025	RSA Steering Committee / The Academy HRDC	- At least 2 dedicated career coaching sessions to be arranged annually for RSA co-chairs and deputy co-chairs to enable them to articulate the value of their roles as key stakeholders and contributors to decision-making across the institution.				
				November 2026	RSA Steering Committee / PVC R&I	- Regular quarterly meetings between the RSA co-chairs and the PVC R&I				
Employment										

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Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Design of a pan-institutional approach with a comprehensive focus on the attraction, development, and retention of research staff, including: - A five-year fellowship. - A tailored start-up package of £10k per annum for wet lab research and £5k per annum for all other research. - Bespoke development support offer - Permanent post at the end of the Fellowship (subject to criteria being met).	No	September 2024	Head of Research Policy, RPI / Head of HR Business Partnering	Offer at least 50 fully-funded Vice Chancellor's Research Fellowships over a 5-year period.				
				April 2025	Head of Research Policy, RPI / Head of HR Business Partnering	- Application process for the VC's Research Fellowships reviewed based on applicant and assessor information for the provision of baseline data and recommendations to implement in subsequent rounds.				
		Adoption of open and inclusive Research Fellowships assessment framework increasing use of Narrative CVs and motivational statements as part of the recruitment process.	No	June 2025 (in alignment with 'regular' CEDARS biennial cycle)	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps in conjunction with the Academy	- At least 5% increase in staff reporting that promotion pathways are transparent, merit based and clear in CEDARS 2025, based on baseline of 40% in CEDARS 2023, and national benchmark of 33%.				
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Consolidation of the variety of resources available to support new and existing research staff and support induction onboarding.	No	May 2025	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps in conjunction with the Academy HRDC	- All local research staff inductions to include information and/or checklists relating to the Concordat, research ethics & integrity, EDI and relevant staff networks/communities. - An Academy RD representative and an RSA Steering Committee member to attend Faculty Staff Induction meetings - 5% increase in research staff feeling "integrated into their immediate research environment/group" in CEDARS 2025 (based on a baseline of 77% in CEDARS 2023)				
		Pilot of pre-arrival induction for research staff in the Faculty of Humanities and Social Sciences, University of Liverpool Management School.	No	September 2024	HSS APVC R&I and HRDD	Pre-arrival induction process of the pilot to be reviewed based on feedback and best practice shared across Faculty and wider University, including via quarterly CSG Effective Practice sharing sessions.				
Recognition, reward and promotion										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	A strategic commitment by the University to support and encourage managers of researchers and researchers to foster diversity and inclusivity in research teams by: - attending Thrive project events and online sessions between October 2023 and March 2024. - sharing personal experiences, insights, and perspectives during the events. - actively engaging in open and transparent conversations to identify challenges, opportunities, and best practices for team-led research. Also please see EI1 for further details about actions and the University's commitment and strategic investment in an initial cohort of 50 Vice Chancellor's Research Fellowships which lead to permanent posts at the end of the Fellowship (subject to criteria being met); and which cover progression, promotion and retention of research staff. And see ECR1 for information about the University's continued investment in recognising the achievements of postdoctoral researchers and their	No	January 2026	Thrive Project Team and APVC RE &PR	Develop and define a new model of team-based working collectively with at least 200 stakeholders including colleagues from universities, non-HEI partner organisations, research institutions and funding bodies.	This research project is dedicated to redefining how research teams operate, with a special focus on encouraging greater diversity and inclusivity. Engagement and discussions as part of the co-creation model will continue throughout the project that explore its challenges and opportunities. As such, appropriate impact measures are currently evolving and will be more defined in			

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		contribution to the research culture and environment at Liverpool.					future Concordat progress reports.			
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See related action under ECM5, relating to the implementation of the new Research in an Inclusive and Sustainable Environment (RISE) Contributions Framework and associated career stage guidance as the approach for which colleagues with responsibility for research are recognised for all types of contributions, including the management of research staff.								
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	Actively disseminate policies and legislation relevant to good research practice and a positive research culture, including information sessions, through local meetings, inductions, newsletters and fora, including faculty-specific actions identified by gaps in current practice: - Using Department staff meetings and intranet blogs/ posts to share good news and success stories (FSE) - Sharing research culture pages in ECR newsletter (HSS) - Run a series of Research Culture events to promote relevant resources and information (HLS)	No	March 2025	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	Taking into account Faculty-specific contexts, success measures include: - At least one success story published on the intranet per year (FSE) - Research culture information highlighted at least twice per year (HSS) - At least 10 researchers (including PDRAs and managers of researchers) attend Research Culture events (HLS)				
		Reinforce the University's commitment to defining expectations around responsibilities for the roles of research staff and principal investigators with an emphasis on embedding professional practice.	No	September 2024	CSG feeding into annual reporting to RIC and the University Council.	Annual review of and relevant updates produced to the University's Statement of Expectations for Principal Investigators and Research Staff related to the following categories: - Leadership and Communication - Skills Development - Research Environment - Career Development				
		Raise awareness amongst PIs of the opportunity to include in their grant proposals the appropriate funding to support the promotion of the research staff, where appropriate and eligible, working on the grant.	Yes	December 2024	Head of Research Policy, RPI and RSO	Guidance created and published on intranet webpages relating to the new costing tool to enhance PIs engagement with 'Full Economic Costing' to take into account research staff promotion where appropriate and eligible, with >50 hits per year.				
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See EM2 and ECM5 for actions related to providing research staff with opportunities to contribute to policy development and institutional research culture initiatives.								
ER2	Researchers understand their reporting obligations and responsibilities.	See EM2 and ECM5 for related actions, along with ECI3 and ECR4 (related to bullying and harassment).								
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										

	Complete for submission							To be completed only when reporting on action plan		
	Obligation	**Action**	**Carried over from previous action plan?**	**Deadline**	**Responsibility**	**The targeted impact of the action (success measure)**	**Comments (optional)**	**Progress update**	**The actual impact of the action (reporting against the success measure)**	**Outcome (ongoing/carried forward/no further action)**
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Design and launch of new Research Team Leadership induction programme to support managers of researchers in developing skills and knowledge required to lead effective research teams.	No	September 2024	The Academy (Head of OD and EE)	At least two workshops a year of 20 managers or researchers with representative attendance from across the three faculties Programme evaluation will show at least 50% of participants feel more confident in their skills and have a wider understanding of research team leadership				
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Based on the Academic Contributions Framework defined as part of RISE, scope the development of PDRs by staff category to include specific discussion of strategic priorities and how these manifest in operational deliverables	No	In line with the University's annual PDR cycle	Head of HR Business Partnering	A relevant number of working groups created to redefine criteria for specific groups, where relevant.	This strategic commitment by the University involves consultations with the Trade Unions, so the timeline for delivery will be adapted accordingly.			
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See EI4 for action related to the University's new centralised induction for research team leaders.								
EM4	Managers actively engage in regular constructive performance management with their researchers.	Deliver a Prosper session for PIs/ managers of researchers, including how to support the career development of the research staff whom they manage.	No	September 2024	The Academy HRDC	Minimum 100 hits on Prosper's PI 'Boosting Postdoc Career Development' resources as a baseline for future growth.	The Prosper portal was only formally launched in September 2023, therefore we do not currently have baseline data for 2023-2024.			
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	RSA and Academy to co-create a PDR workshop and bespoke support for research staff, including how to have successful career conversations.	No	June 2025 (in alignment with 'regular' CEDARS biennial cycle)	RSA Steering Committee/ The Academy HRDC	In CEDARS 2025, at least 65% of research staff reporting that their PDR (staff appraisal) was very useful or useful (based on baseline of 60% in CEDARS 2023 and national benchmark of 55% in 2023).				
Job security										
The aim of this obligation is to improve the job security of researchers.										
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	Supplementing progress already made in this regard, such as the extension to the redeployment period, (see 2020-2022 Concordat Actions progress report), the university's strategic investment in an initial cohort of 50 Vice Chancellor's Research Fellowships which lead to permanent posts at the end of the Fellowship (subject to criteria being met); and which cover progression, promotion and retention of research staff. Please see EI1 for further details about actions and the university's commitment in this regard and ECR1 for actions relevant to the development of a supportive and inclusive research culture for research staff, and ER4 for actions and success measures related to research staff recognising and acting on their role as key stakeholders within their institution and the wider academic community.		April 2026	Head of HR Business Partnering / The Academy HRDC	One case study of promotion from postdoctoral researcher to lecturer is published on the "Insights into Promotion" page [intranet link] to support recognition of research staff progression opportunities and highlighted in the weekly RSA e-bulletin.				
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage	Review current processes for dissemination of development opportunities and the variety of activities available for research staff to engage with.	Revised action to help address	January 2025	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	All faculties to capture success measures as relevant to their priority areas, including: - RSA Steering Committee member invited to attend staff inductions to promote the ten				

								To be completed only when reporting on action plan		
				Complete for submission						
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	These will be tailored to the needs and gaps already identified across each faculty, including: - Promote ten days minimum of professional development at all staff inductions (HLS) - Recruit ECRs and post docs as grant peer reviewers gaining insight into application development (HSS) - Create a mechanism to fairly allocate teaching duties (FSE)	ER4 from previous action plan.			days and provide examples of what this could include (HLS) - At least 5 postdoc peer reviewers contribute to peer review college (HSS) - At least 50 research staff will be given the opportunity to gain teaching experience and where possible, research staff invited to engage with final year undergraduate project students (FSE)				
		Prosper rolled out at 'business as usual' for University of Liverpool postdoctoral researchers with at least one cohort per year.	No	August 2024	The Academy HRDC	- An annual cohort of up to 30 postdocs to include postdocs from all faculties to ensure a diverse cohort - Minimum 2% increase in Prosper portal registrations annually	The Prosper portal was only formally launched in September 2023, and the model will be rolled out as BAU in 2024, therefore we do not currently have baseline data for 2023-2024.			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Following the recent approval by the University's SLT of the purchase and design of an institution-wide Learning Management System (LMS), to optimise this opportunity to enhance the provision of flexible development to all staff; including, notably, research staff, by empowering managers (including of researchers) to support, encourage and report on levels of engagement / completion of development.	No	December 2026	Director of The Academy	- Pilot at least 1 development activity relevant to research staff on the Learning Management System (LMS) during its initial phase-in period to develop a baseline for relevant data reporting. - In accordance with LMS wider roll out, offer specific training to line managers on how to use the LMS to support research staff in their engagement of development.	The University SLT has approved investment in a new LMS in late 2023. It is anticipated that roll-out may commence during the 2025-2026 academic year.			
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Faculties ensure that managers are aware of the University's Statement of Expectations that encourages and supports research staff to undertake professional development beyond the needs of the primary project by allocating a minimum 10 days pro rata, per year, for their researchers to engage with professional development opportunities, recognising that researchers will pursue careers across a wide range of employment sectors. Faculties to include the information in local inductions, and invitations to an Academy RD representative and an RSA Steering Committee member to attend Faculty Staff Induction meetings Also see EM4, PCDI1 and EM2 for related actions about the University's commitment to defining expectations around responsibilities for the roles of research staff and principal investigators with an emphasis on embedding professional practice.	No	June 2025 (in alignment with 'regular' CEDARS biennial cycle)	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	At least 5% increase in researchers reporting taking "at least ten days professional development" in CEDARS 2025 (based on baseline of 15% in CEDARS 2023, compared with 2023 sector average of 16%).				
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Redesign 'Pathfinder', the Researcher Development e-zine to cover the achievements of our research staff, as well as giving an update on some of the researcher development activities that are underway in relation to the Concordat, including interviews with researchers at all career levels, events information, showcases and more. And also see PCD1 for related actions about providing opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	No	November 2024	The Academy HRDC / RSA Steering Committee	At least one Pathfinder e-zine published per year and signposted in the weekly RSA e-bulletins.				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Promote PI career development resources (such as Prosper's PI 'Boosting Postdoc Career Development' resources (EM4) and the upcoming Research Leaders Induction programme (EI4) via internal routes, such as newsletters, local meetings, inductions, newsletters and fora.	No	June 2025 (in alignment with 'regular' CEDARS biennial cycle)	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	5% increase in research staff stating they have a "regular formal career development review with their manager / supervisor (separately or as part of their appraisal / development review)" in CEDARS 2025, based on baseline of 51% in CEDARS 2023 and national benchmark of 37%.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Please see PCDI6 under the section of 'Championing Professional Development', above, for information about the University's approved strategic investment in the LMS and the Academy's plans moving forward regarding the rollout to encompass the integration and administration of researcher development activities.								
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PDCM3, EM4, ER3 and PCDI2 for actions relating to enabling managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.								
PCDR4	Researchers positively engage in career development reviews with their managers.	RSA Steering Group consultation about what would be most useful to include in a PDR workshop and bespoke support for research staff, including how to have successful career conversations. Also see EM4, PCDI2 and ER3 about our actions to enable researchers to positively engage with performance management discussions and reviews with their managers.	No	June 2025 (in alignment with 'regular' CEDARS biennial cycle)	RSA Steering Committee/ The Academy HRDC	80% of research staff stating they find their career development review useful in CEDARS 2025, compared with baseline of 77% in CEDARS 2023, and national benchmark of 50% in 2023.				
Career development support and planning										
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Redesign the Researcher Development Roadmap to enhance usability, searchability and accessibility for research staff to explore and engage with the diverse pathways of the skills, knowledge and attributes of successful researchers in an increasingly diverse global research environment and employment market.	No	August 2026	The Academy HRDC	Annual 3% increase in hits to redesigned RD Roadmap pages once baseline figures have been established following the redesign that is scheduled to be completed by the first quarter of 2024.				
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	Also see PCDI1 about the various actions to provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.								
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Co-create a comprehensive Fellows Development Programme that delivers tailored opportunities for ECR fellows and, where relevant, experienced postdocs, to enhance the skills required to transition to a leadership/ independent researcher role	No	September 2024	The Academy HRDC/ University Research Fellow community and related staff	At least 10 Fellows engaging in the first year of the programme.				

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		Ensure Racially Minoritised (RM) research staff can access equitable development opportunities.	No	December 2026	The Academy HRDC / Head of D&E	Minimum two activities per year delivered on topics identified by RM research staff.	This action is directly related with the University's strategic commitment via its 2024 application for a Race Equality Charter (REC) Award.			
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	Managers to signpost the in-house opportunities for research staff to engage in peer review and grant evaluation opportunities via Faculty Peer Review Colleges.

Also see PCDI1 and PCDM5 for actions and support for managers to support and encourage time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors. | Revised action to help address ER4 from previous action plan. | June 2025 (in alignment with 'regular' CEDARS biennial cycle) | Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps | 5% increase in researchers reporting that the institution fully or mostly values contributions to 'peer reviewing and grant evaluation in CEDARS 2025, compared with a baseline of 22% in CEDARS 2023, and national benchmark of 22%. | | | | |
| PCDM5 | Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development. | Prosper PI network expanded to UK-wide network to promote wider engagement and contributions/understanding of the diverse experiences of leadership and management across the Higher Education sector | Revised action to help address ER4 from previous action plan. | December 2025 | The Academy HRDC | 4 UK-wide PI network events run between January 2024 – December 2025, giving Liverpool PIs ongoing opportunities to engage with a national community of practice in relation to PI development. | | | | |
| PCDR5 | Seek out, and engage with, opportunities to develop their research identity and broader leadership skills | Following the success of the initial pilot in 2023, investment in the full roll out of the RSA Buddy Scheme to the PGR-Postdoc Buddy Scheme with all University postdocs invited to become a 'Senior Buddy' to support a group of PGRs, thereby further developing research staff leadership skills and opportunities to contribute to a positive and supportive research environment. | No | October 2024 | The Academy HRDC | - Minimum 20 postdocs take up opportunity to be a 'Senior Buddy' (up from 15 in the 2023 pilot)

- At least one case study per year published from Senior Buddy outlining their experience as part of the scheme | | | | |
		Publication and dissemination of 'Liv Uni People' an e-zine focused on staff biographies, achievements, and professional profiles, as informational case studies for research staff to explore a range of opportunities, including examples of research technical staff.	No	January 2025	The Technician Network / The Academy Head of OD and EE / RSA Steering Committee	One 'Liv Uni People' e-zine published per year and signposted in the weekly RSA e-bulletins.	This action is directly related with the University's strategic commitment via Technician Commitment 36-month Action Plan.			
Diverse careers										
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Faculties to promote Prosper sessions which are open beyond the limited cohort, to all research staff across all Faculties	No	June 2025	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps and the Academy	- At least 50 researchers from across all disciplines engaging with Prosper's sessions annually.	The Prosper sessions will be formally launched in 2024, therefore we do not currently have baseline data for 2023-2024.			
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	See PCDM2 and PCDR2 for actions that enable researchers to explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.								

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PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	In support of the Academy's strategic ambition to nurture a coaching culture across the institution, to make more career coaching opportunities to research staff. Also see PCDI5 for information about actions that recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	No	December 2024	The Academy HRDC	- Offer a minimum 50 hours of career coaching opportunities collectively for research staff annually.				
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Consolidate the University's capacity building activities related to the Researcher Development and Knowledge Exchange Concordats by annually redesigning and delivering the annual 'Making an Impact' Series (funded by the Higher Education Innovation Fund – HEIF). Bring together research staff, academics, research-related professional services staff and PGRs across all Faculties and career stages, and a range of industry-based external stakeholders and research staff development consultants during a programme of rich, varied and high-quality development opportunities which address contemporary topics within the research and impact landscape.	No	May-June 2024 and annually thereafter	The Academy HRDC	- Convene a Making an Impact Steering Group of at least 20 varied stakeholders to inform the annual redesign of the programme to reflect national and cross-sectoral trends. - Design minimum 70 sessions annually related to enabling development focused interventions designed to enhance the skills, knowledge and expertise of researchers at the University of Liverpool in relation to the impact of their work within and beyond academia. - Research staff given the opportunity to host at least 3 podcasts annually as part of the Academy's Developing Practice podcast series, enabling researchers to gain an insight via the sharing of experiences, achievements and expertise of invited guests. - Engage with at least 50 stakeholders who will provide research staff the opportunity to connect with peers, mentors, and industry professionals to build lasting relationships and collaborations to help them take forward their career aspirations. - At least 100 hits annually on the new Making an Impact Framework toolkit before the end of the Series.				
		Update the Making an Impact Framework to include a toolkit that provides practical guidance on developing skills and knowledge in knowledge exchange and research impact, including case studies.	No	July 2024	The Academy HRDC					

* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

	Further hyperlinks and supplementary information (more rows can be added)
1.	Liverpool's HR Excellence in Research Award page
2.	Liverpool's UK Concordat annual reporting signatory page
3.	Strategy 2031
4.	Employee Value Proposition [intranet access]
5.	Concordat Steering Group (CSG)
6.	CSG Terms of Reference
7.	Research Staff Association (UoL RSA)
8.	Research and Impact Committee
9.	RSA Buddy Scheme
10.	Module on The Researcher Development Concordat

Abbreviations and glossary (more rows can be added)	
APVCs R&I	Associate Pro-Vice Chancellors for Research and Impact from each Faculty
APVC RE&PR	The Associate Pro-Vice Chancellor for the Research Environment and Postgraduate Research
AS	Athena Swan
CEDARS	The Culture, Employment and Development in Academic Research Survey
CSG	Concordat Steering Group
D&E	The Diversity and Equality Team at Liverpool
EDI	Equality, Diversity and Inclusion
FLT	Faculty Leadership Team(s)
FSE	Faculty of Science and Engineering
Head of OD and EE	Head of Organisational Development and Equality and Engagement

11.	RSA annual reports
12.	Researcher Hub blog
13.	RSA Steering Committee
14.	Athena Swan Committee
15.	Technician Commitment
16.	Race Equality Charter
17.	Open Research Leadership Group
18.	Prosper
19.	Making an Impact Series
20.	KE Concordat platform
21.	Project RISE [intranet link]
22.	Celebrating Researchers summer event
23.	Researcher Blog
24.	Prosper pilot cohorts
25.	University's 'Five a Day' Wellbeing Framework
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HR	Human Resources
HEIF	Higher Education Industrial Fund
HLS	Faculty of Health and Life Sciences
HoD	Head of Department
HoOps	Head of Operations
HRDC	Head of Researcher Development and Culture, based in the Academy
HSS	Faculty of Humanities and Social Sciences
HRDD	Faculty Heads of Research Development and Delivery or equivalent roles, eg: Faculty Research Coordinator/ Research Strategy, Planning and Performance, etc
LMG	Libraries Museums and Galleries team
LMS	The Learning Management System that the University has invested in for the administration and documentation of development activities.
ORLG	The Open Leadership Group (ORLG) will be a new group which provides leadership for open research-related activity across the University.
PDR	Professional Development Review (UoL staff appraisal review)
PDRA	Post Doctoral Research Associate
PGR	Postgraduate Researcher (i.e individual who is undertaking doctoral study)
PGRDevNet	The University's PGR Development Network, which is the PGR equivalent of the RSA
PIs	Principal Investigators
Prosper	A new approach to career development that unlocks postdocs' potential to thrive in multiple career pathways
PVC R&I	Pro Vice Chancellor for Research and Impact
REC	Race Equality Charter
REF	Research Excellence Framework
RIC	Research and Impact Committee
RISE	Research in an Inclusive and Sustainable Environment initiative is focused on inclusive and sustainable working practices and the differentiated nature of support and recognition for researchers at all career stages
RM	Racially Minoritised staff (language used in the University's Race Equality Charter submission when referring to racial and ethnic groups that are in a minority in the population)
RPI	Research Partnerships and Innovation Directorate
RSA	The University of Liverpool Research Staff Association whose membership consists of postdoctoral and early career research fellows
SLT	The University's Senior Leadership Team
The Academy	The unit responsible for the strategic development of the University's people and practices.
Thrive	A University of Liverpool-led Research England funded project dedicated to redefining how research teams operate with a special focus on encouraging greater diversity and inclusivity.
VC	Vice Chancellor – the university's Chief Executive leader and Principal Academic.

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