**Institution name:** University of Liverpool

**Institution Context:**

The University of Liverpool is a signatory to the Technician Commitment, which segues with the Athena Swan Committee, the Technician Commitment and the Race Equality Charter, ensuring that the University supports all research staff at Liverpool. The Academy is responsible for coordinating the Concordat, ensuring that all relevant staff are aware of the Concordat and that it is well-communicated to researchers and their managers. Researchers are encouraged to contribute through their / their Faculty’s Research Staff Committee membership, or through the University’s Research Staff Committee (RSC).

**Institutional context:**

- **Research and teaching staff:** At the University of Liverpool, we have 1,900 staff on research-only contracts, including 550 principal investigators (PIs), who are in charge of at least one active research project. We also have 920 staff on research only contracts.
- **Research and teaching staff:** At least 65 research staff are recruited to the scheme.
- **Research and teaching staff:** At least 2 Concordat Champions appointed across each Faculty reporting to relevant School/ Faculty HoDs.
- **Research and teaching staff:** At least 100% of research job descriptions include information about the University’s commitment to the Concordat.
- **Research and teaching staff:** At least 4 workshops with CSG members to ensure cascading of information and progress updates on implementation.
- **Research and teaching staff:** At least 5 peer Mental Health Wellbeing Ambassadors recruited to the scheme.
- **Research and teaching staff:** At least 30 researchers engaging in the day’s activities.
- **Research and teaching staff:** At least 2 Concordat Champions appointed across each Faculty reporting to relevant School/ Faculty HoDs.
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**Institutional Action Plan:**

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<thead>
<tr>
<th>Action</th>
<th>Responsible Bodies</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Research staff</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure that all relevant staff are aware of the Concordat</td>
<td></td>
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<tr>
<td>Faculties will continue to promote and raise awareness via staff briefings, post-REF discussions, Plant Refurbishment and Services (PR&amp;S) recruitment communications, representation of research staff on School/Institute committees and locally available support and resources will also be signposted, including the new Academy module.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At least 65 research staff are recruited to the scheme.</td>
<td></td>
<td></td>
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<tr>
<td>At least 4 workshops with CSG members to ensure cascading of information and progress updates on implementation.</td>
<td></td>
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</tr>
<tr>
<td>Information about the Concordat, Statement of Expectations and 10 days of development for research staff to be received across all local Schools/Institutes/cafes and/or laboratories.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At least 2 Concordat Champions appointed across each Faculty reporting to relevant School/Faculty HoDs.</td>
<td></td>
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<tr>
<td>Best practice feedback is summarised by RIS and Faculties review built into respective Faculty’s planning cycles.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>100% of research job descriptions include information about the University’s commitment to the Concordat.</td>
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LC4 Ensure the research and training conditions are in place for the effective and ethical management of diversity, including in accordance with the highest standards of research integrity and professional conduct.

Faculty research integrity and responsible conduct in research (RCR) training is mandated for researchers in all法人研究 integrity guidelines are in place to help researchers understand and communicate their responsibilities. The Faculty promotes research integrity and ethical conduct through a variety of strategies, including education and training, and provides support for researchers in cases of suspected misconduct.

- Faculty project officers in Faculty Management Teams. In the University, research integrity training is delivered by the Centre for Research Ethics and Responsibility (CRE). Training is available online and in-person, and all researchers are required to complete the training.

- Updated Research Ethics and Integrity guidelines for local induction for new and current researchers. These guidelines are regularly reviewed and updated to reflect changes in policy and best practices.

- Launched a Research Ethics handbook containing a guide to policy, guidance and procedural information.

- HLS is appointed to Faculty Research Integrity Lead.

\[ Date: \text{January 2023} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC5 Regularly review and report on the quality of the research environment, including practices that promote equitable, inclusive and diverse research cultures.

In order to ensure a positive and supportive research environment, the Faculty is committed to promoting inclusivity and diversity. The Faculty has established several initiatives to support these goals, including:

- The Faculty R&I Directorate to introduce Staff Review and Development Groups in all Institutes.

- HLS R&I Directorate to introduce Staff Review and Development Groups in all Institutes.

\[ Date: \text{September 2022} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC6 Ensure that managers of researchers have the opportunity to develop broader leadership skills such as Management Essentials, Project Management Essentials, and Research Integrity.

Managers and supervisors of researchers must have opportunities to develop broader leadership skills. The Faculty has developed several initiatives to support this goal, including:

- HLS must develop a learning framework and matrix to ensure that managers and supervisors of researchers have access to a range of development opportunities that will help them to improve their leadership and management skills.

- HR must develop a learning framework and matrix to ensure that managers and supervisors of researchers have access to a range of development opportunities that will help them to improve their leadership and management skills.

\[ Date: \text{September 2022} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC7 Conduct regular formal and informal meetings with all researchers, and take the actions required to improve the research culture and working conditions.

Regular meetings with all researchers are essential to ensure an inclusive and supportive research environment. The Faculty has established several initiatives to support this goal, including:

- HLS must regularly conduct surveys and reviews to assess the research culture and working conditions.

- HLS must regularly conduct surveys and reviews to assess the research culture and working conditions.

\[ Date: \text{January 2023} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC8 Establish a sustainable reporting process for research integrity and research ethics, including requirements for local induction training and regular reporting of suspected misconduct.

A sustainable reporting process for research integrity and research ethics is essential to maintain a safe and inclusive research environment. The Faculty has established several initiatives to support this goal, including:

- HLS must establish a sustainable reporting process for research integrity and research ethics.

- HLS must establish a sustainable reporting process for research integrity and research ethics.

\[ Date: \text{December 2022} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC9 Launch of the University’s central Social Onboarding Hub for a seamless induction process.

A central Social Onboarding Hub is essential to ensure a positive and inclusive induction process. The Faculty has established several initiatives to support this goal, including:

- HLS must launch a central Social Onboarding Hub.

- HLS must launch a central Social Onboarding Hub.

\[ Date: \text{November 2022} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC10 Regularly deliver and promote family-friendly policies, including flexible working arrangements, unpaid leave, and parental leave.

Family-friendly policies are essential to support a diverse and inclusive research culture. The Faculty has established several initiatives to support this goal, including:

- HLS must regularly deliver and promote family-friendly policies.

- HLS must regularly deliver and promote family-friendly policies.

\[ Date: \text{March 2022} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC11 Establish a benchmark for monitoring usage of the Data Catalogue in conjunction with the FAIR principles.

Establishing a benchmark for monitoring usage of the Data Catalogue is essential to promote the FAIR principles. The Faculty has established several initiatives to support this goal, including:

- HLS must establish a benchmark for monitoring usage of the Data Catalogue.

- HLS must establish a benchmark for monitoring usage of the Data Catalogue.

\[ Date: \text{May 2023} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC12 Facilitate the implementation of the RISE Project Board, to feed into developing policies as required.

The RISE Project Board is essential to ensure that policies are developed in an inclusive and transparent manner. The Faculty has established several initiatives to support this goal, including:

- HLS must facilitate the implementation of the RISE Project Board.

- HLS must facilitate the implementation of the RISE Project Board.

\[ Date: \text{February 2022} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC13 Implement a comprehensive approach to recruitment, ensuring that research staff are recruited using an inclusive and transparent process.

A comprehensive approach to recruitment is essential to promote diversity and inclusion. The Faculty has established several initiatives to support this goal, including:

- HLS must implement a comprehensive approach to recruitment.

- HLS must implement a comprehensive approach to recruitment.

\[ Date: \text{February 2022} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]

LC14 Establish a mechanism for reporting and dealing with suspected cases of bad practice or misconduct. New staff must be directed to the CSG.

A mechanism for reporting and dealing with suspected cases of bad practice or misconduct is essential to maintain a safe and inclusive research environment. The Faculty has established several initiatives to support this goal, including:

- HLS must establish a mechanism for reporting and dealing with suspected cases of bad practice or misconduct.

- HLS must establish a mechanism for reporting and dealing with suspected cases of bad practice or misconduct.

\[ Date: \text{September 2023} \]

\[ Responsibility: HLS APVC R&I / HLS EDI \]
**Objective:**

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<td>1.1.7.</td>
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<td>1.1.7.</td>
<td>1.1.7.</td>
</tr>
</tbody>
</table>

**Notes:**
- **ER1**: Effective PDR sustainability
- **ER2**: Effective PDR culture
- **ER3**: Effective PDR implementation
- **ER4**: Effective PDR outcomes

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**Relevant Policy and Legislation:**

- **EI1**: EI1 is a University-wide mandatory requirement for all staff.
- **EI2**: All staff must engage in PDRs.
- **EI3**: PDRs must be conducted on a regular basis.
- **EI4**: PDRs must be conducted on a regular basis.
- **EI5**: PDRs must be conducted on a regular basis.
- **EI6**: PDRs must be conducted on a regular basis.
- **EI7**: PDRs must be conducted on a regular basis.

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**Action Plan:**

- **P2.1**: The action plan is to be completed by the end of June 2023.
- **P2.2**: The action plan is to be completed by the end of June 2023.
- **P2.3**: The action plan is to be completed by the end of June 2023.
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**Outcome Measures:**

- **P3.1**: The action plan is to be completed by the end of June 2023.
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**Previous Action Plan:**

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**Support Measures:**

- **P5.1**: The action plan is to be completed by the end of June 2023.
- **P5.2**: The action plan is to be completed by the end of June 2023.
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**Monitoring and Evaluation:**

- **P6.1**: The action plan is to be completed by the end of June 2023.
- **P6.2**: The action plan is to be completed by the end of June 2023.
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**Annexes:**

- **See EI7 in relation to opportunities for managers of researchers to contribute to relevant policy development.**
- **See additionally PCDM2 and PCDM4 for actions related to researchers’ support in exploring and developing European and international research mobility.**
- **See HLS Hub for Fellowship opportunities available to be made searchable by research career stage.**
- **See PCDM12 and PCDM15 for impacts of the support available to researchers in the context of poor mental health and well-being.**
- **See PCDM18 and PCDM19 for impacts of the support available to researchers in the context of poor mental health and well-being.**
- **See PCDM20 and PCDM21 for impacts of the support available to researchers in the context of poor mental health and well-being.**

---

**Appendix:**

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- **Appendix 2:** The action plan is to be completed by the end of June 2023.
- **Appendix 3:** The action plan is to be completed by the end of June 2023.
- **Appendix 4:** The action plan is to be completed by the end of June 2023.
- **Appendix 5:** The action plan is to be completed by the end of June 2023.
- **Appendix 6:** The action plan is to be completed by the end of June 2023.

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- **References 5:** The action plan is to be completed by the end of June 2023.
- **References 6:** The action plan is to be completed by the end of June 2023.

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**Further Reading:**

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- **Further Reading 6:** The action plan is to be completed by the end of June 2023.
recognise that moving between, and working across, professional development opportunities further develop their awareness and understanding of research leadership.

- Eighty percent (80%) of the respondents surveyed indicated a positive impact of Prosper on their career development.

- A 20% increase in technicians engaging in leadership development.

- A minimum of 5 appropriate level staff applying for the next iteration of the Heilbron Leadership Scholarship.

- At least 100 unique hits on the University's development activity guidance page.

- A minimum of 100 days' professional development per annum.

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### Definitions

**Note:** The Concordat Steering Group (chaired by the Pro Vice Chancellor for Research and Impact) meets every 6-8 weeks. Additional actions will be coordinated by The Academy to take forward specific development focused actions within the Action Plan.

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### Abbreviations

- **APVCs R&I:** Associate Pro-Vice Chancellors for Research and Impact from each Faculty
- **APVC RE&PR:** Associate Pro-Vice Chancellor for the Research Environment and Postgraduate Research
- **CEDARS:** The Culture, Employment and Development in Academic Research Survey which replaced the CROS and PIRLS surveys
- **CROS:** Careers in Research Online Survey
- **CSG:** Concordat Steering Group
- **EDI:** Equality, Diversity and Inclusion
- **EQIA:** Equality Impact Assessments
- **FLTHE:** Foundations of Learning and Teaching in Higher Education
- **FSE:** Faculty of Science and Engineering
- **HE:** Higher Education
- **HR:** Human Resources
- **HEIF:** Higher Education Industrial Fund
- **HLS R&I D:** Research and Impact Directorate within the Faculty of Health and Life Sciences
- **HSS:** Faculty of Humanities and Social Sciences
- **IIB:** Institute of Integrative Biology
- **ISMIB:** The Institute of Systems, Molecular and Integrative Biology in the Faculty of Health and Life Sciences
- **IVES:** The Institute of Infection, Veterinary and Ecological Sciences in the Faculty of Health and Life Sciences
- **IPH:** The Institute of Population in the Faculty of Health and Life Sciences
- **L&M:** Leadership and Management
- **N8:** A Research Partnership collaboration of the eight most research intensive Universities in the North of England, including Liverpool
- **OD:** Organisational Development
- **PCGAP:** Postgraduate Certificate Academic Practice
- **PDP:** Personal Development Plan
- **PDR:** Professional Development Review (UoL staff appraisal review)
- **PDRA:** Post Doctoral Research Associate
- **PIRLS:** Principal Investigators and Research Leaders Survey
- **PIs:** Principal Investigators
- **Project SHAPE:** An ambitious change and restructuring programme aimed at effectively integrating the research and education agendas within the Faculty of Health and Life Sciences.
- **Project RISE:** Research in an Inclusive and Sustainable Environment initiative is focused on inclusive and sustainable working practices and management of the challenges around COVID 19 and the differentiated nature of the implications for researchers at all career stages.
- **Prosper Project:** A £4.4million Research England-funded project to enhance first-time postdoctoral career development and success
- **PVC R&I:** Pro Vice Chancellor for Research and Impact
- **RDF:** Researcher Development Framework
- **RIC:** Research and Impact Committee
- **RISE:** See Project RISE in this glossary
- **RPI:** Research Partnerships and Innovation Directorate
- **RPL:** Recognition of Prior Learning
- **RSA:** The University of Liverpool Research Staff Association
- **RSO:** The University of Liverpool Research Support Office
- **S&E:** The Faculty of Science and Engineering
- **SLT:** The University’s Senior Leadership Team
- **SRFs:** Shared Research Facilities (part of the Faculty of Health and Life Sciences)
- **The Academy:** The Leadership, Organisational, Professional & Academic Development Academy which leads on all staff development activities.
- **TTF:** Tenure Track Fellowships
- **ULTRA:** The University of Liverpool Teaching Recognition and Accreditation (ULTRA) Framework through which those who teach at the University have the opportunity to gain recognition for high quality teaching
- **UoL RSA:** The University of Liverpool Research Staff Association

### Note

The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are... research assistants. The 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.