

Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: January 2014 Updated Version

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Action for 2013/14 and beyond</i>
A. RECRUITMENT AND SELECTION					
PRINCIPLE 1 - Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.					
<i>Members of the research community understand researchers are chosen for their ability to advance research</i>	<p>The University publishes a full suite of grade profiles or role descriptors for all types of staff on its website. Recruitment guidelines help managers recruit effectively and, by so doing, contribute to our strategic objectives and particularly promote equality of opportunity in accordance with the University's Equal Opportunities Policy. http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/grade-descriptors.asp</p> <p>The University is committed to the advancement of its research strategy at the highest level, and for selecting academic staff that can demonstrate that they are engaged in research activities.</p>	Building research capacity is one of the University's strategic aims - this needs to be included and referred to in job specs and adverts across all academic and research posts.	Immediate. Deans of School (DoS) and Human Resources Department (HR)	<p>Currently being implemented for all new posts.</p> <p>BSU now has an Equality Policy not EO Policy http://www.bathspa.ac.uk/services/hr/for-staff/equality-and-diversity/equality-policy.asp</p> <p>New University Research Strategy includes targets for research and school strategies have to tie into this : http://thehub.bathspa.ac.uk/services/vice-chancellor/vision-and-strategy</p>	<p>No action required.</p> <p>Commitment to research is on-going and part of the new Strategic Plan.</p> <p>In 2012/13, the University appointed a number of new professors who will act as research mentors for staff in strategic areas.</p>

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Recruitment & selection procedures are informative, transparent and open to all qualified applicants	<p>BSU is committed to ensuring that all aspects of recruitment and selection are robust, flexible and developed in line with current legislation and best practice.</p> <p>http://www.bathspa.ac.uk/services/hr/for-managers/recruitment/recruitment-guidelines.asp</p>	<p>Ensure that PIs work with their HR Advisor when recruiting any staff and that new PIs have an induction programme set up for them which includes recruitment and selection. Potential PIs should be briefed about recruitment and selection processes at bid stage when research posts are being considered.</p>	<p>Immediate.</p> <p>HR, PIs and Research Support Office (RSO)</p>	<p>Currently being undertaken for all new bids and awards.</p> <p>Readerships and professorships are advertised to all academic staff with full selection procedures and criteria.</p> <p>Criteria for appointment and new triennial review process discussed at RCSC on 23/01/2014.</p>	<p>No action required.</p> <p>Actions agreed are on-going for new bids and awards.</p>
Person and vacancy specs must clearly identify the skills for the post, and these must be relevant to the role	<p>DoS/PIs work with HR on job descriptions, person specification and advertisements using role profiles or grade descriptors. DoS/PIs would work with their HR Advisor when recruiting any staff.</p>	<p>HR to be involved at an early stage where job descriptions and person specifications are required in grant applications to ensure that they are aligned with role profiles in HERA researcher job families.</p>	<p>Immediate</p> <p>HR, RSO and PIs</p>	<p>On-going for all new bids – PIs sent person specifications to determine appropriate grade, which should be discussed with HR Advisor</p>	<p>No action required for research contracts.</p> <p>RSO and HR working on a suite of job descriptions for Knowledge Exchange posts – to be approved and in place by end of 2013/14.</p> <p>Actions agreed are on-going for new bids and awards.</p>
Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	<p>Current policy is in line with FTC legislation.</p>	<p>No action required.</p>		<p>N/A</p>	<p>No action required.</p>

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Recruitment and progression panels should reflect diversity as well as a range of experience and expertise	Panel composition is reviewed by VC for academic staff and HR for all other posts. EO issues are taken into account as part of this process.	No action required.		N/A	No action required.
Recruitment & selections panels should have received relevant recent training	Chairs of selection panels are either the VC or his nominee and members will be drawn from experienced and relevant members of staff. New PIs would receive individual coaching from HR if expected to chair selection panels.	No action required.		N/A	No action required.
Unsuccessful candidates should be given appropriate feedback if requested	The Panel Chair gives feedback to candidates based on the selection record compiled by the panel at interview.	Advice can be received from their HR Advisor if required and coaching would be given to new Chairs/Pis by HR	Immediate. HR and Pis	This is standard University policy for all posts.	No action required. Actions agreed are on-going for new posts.
The level of pay or grade for researchers should be determined according to the requirements of the post and be consistent with pay or grading in the organisation as a whole	BSU is committed to the principle of equal pay for work of equal value. All posts are evaluated using HERA and the researcher job family job description . DoS/Pis work with HR on appropriate job descriptions and adverts. The job descriptions available on our website for Researchers were evaluated using HERA.	Potential Pis need to talk to HR at bidding stage to ensure that needs of projects are matched against job descriptions to determine appropriate grade to include in the budget for the application.	Immediate HR, Pis and RSO	The roles and responsibilities are mapped against role profiles for all bids which include research contract staff. Working Group is has undertaken a review of equal pay which includes research staff. 2 nd review now done http://www.bathspa.ac.uk/services/hr/hr-newslink/2011/equal-pay-review.asp	No action required. Actions agreed are on-going for new bids and awards. Equal pay will be reviewed on an annual basis.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
B. RECOGNITION AND VALUE					
PRINCIPLE 2 - Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research					
Value and afford equal treatment to all researchers	All staff are treated equally at BSU. Researchers have the same rights of membership to research centres and access to staff development programmes and other staff benefits. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/rewards-and-benefits.asp and http://www.bathspa.ac.uk/services/hr/for-staff/work-life-balance/wellbeing.asp	Research staff terms and conditions need to be published on the web. Guidelines for the determination of the duties of research staff to be developed and published alongside guidelines for other job families.	For 2011/12 academic year HR and Vice-Provost (Research & Graduate Affairs) (VP (R&GA))	Guidelines for the determination of duties of research staff – are now published on the web. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp Terms and conditions for all categories of staff are being developed. IPR guidelines are being updated and consultancy policy being developed for all staff.	No further action required on terms and conditions - T&C for Research staff have been agreed by unions and have been published. Role profiles are being developed for Knowledge Transfer posts this academic year. IPR guidelines to be updated and consultancy policy to be developed – discussion paper to go to RCSC on 20/03/2014.
In particular, the development of researchers should not be undermined by the instability of employment contracts.	Researchers are afforded the same opportunities irrespective of their type of contract.	No action required.		N/A	No action required.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Everyone involved should be committed to improving the stability of employment conditions for researchers	BSU is committed to offering equal treatment to all researchers and valuing their work.	No action required.		N/A	No action required.
Implementing and abiding by the Fixed Term Employee Regulations	Treat FTC staff the same as other BSU staff - regulations are adhered to and incorporated into existing policies.	No action required.		N/A	No action required.
Research managers should be required to participate in active performance management. This includes career development guidance and supervision of their teams.	All research managers are part of the SDR process where their own performance is monitored, and training is offered to staff and line managers. http://www.bathspa.ac.uk/services/hr/for-staff/core-hr-guidance/SDR/default.asp	No action required.		N/A	No action required.
Research managers should be aware of, and understand, their responsibilities for the management of researchers. Training should be provided, including equality and diversity training, to achieve this.	All staff have an induction programme when they commence employment and training and development needs are identified as part of this process, or subsequently through the SDR process. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/induction.asp Line Management induction training is also offered by HR to ensure that all Line Managers are coached and trained in LM responsibilities.	No action required.		PIs and Research Manager are included in staff development events for managers (e.g. SDR training, leadership) and the University participates in regional training programmes in research leadership and management. Equality and diversity training was provided for all staff involved in the staff selection process for	In addition to action already taken, new research staff development programme being designed this year will include training for mid-career researchers and potential research project leaders.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
				REF2014. All new staff are now required to undertake an on-line equality and diversity module.	
Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored.	Line Manager is responsible for the monitoring of performance of the Research Manager and its impact. See above for SDR information.	Line managers are included in the new Management Development Programme. Development of research staff in each centre to be monitored as part of the annual audit of research activity.	By start of the 2011/12 academic year. HR/VP (R&GA)/DoS	All research managers were included in first tranche of training. As new research managers are appointed or are granted awards, they will be included in the training programme. New leadership framework is being developed for staff at BSU	No further action required. Actions agreed will be on-going.
Organisational systems capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment	A Redeployment list is maintained by HR. All staff at risk are placed on the redeployment list. Line managers and if appropriate HR would be involved in discussions regarding the end of any contract.	Each request for bridging funding would need to be considered on an individual basis through a business case.	Immediate HR/VP (R&GA)/DoS	Business case system is implemented as and when required	No further action required. Actions agreed will be on-going.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Transparent pay progression in accordance with agreed procedures.	All BSU grades have incremental points and researchers will be eligible for incremental progression in the same way as other BSU staff. Pay structure available to all staff on web. http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/salary-scales.asp	Budgets to be flagged to DoS where funding bodies do not allow additional costs so that provision can be made from School budgets.	Immediate RSO/DoS/ Finance	On-going at bid stage	No further action required. Actions agreed will be on-going.
Researchers offered opportunities to develop their own careers.	Staff Development opportunities, including Professional Practice in HE, are available to researchers. Opportunities are also provided by research groups/teams. http://www.bathspa.ac.uk/courses/postgraduate/professional-practice-in-higher-education.asp http://training.bathspa.ac.uk/personalmanagement/pmpolicy.html	Access to external courses and opportunities to be discussed as part of SDR process and funding discussed with DoS.	Immediate PI/DoS	Annual School Research reports for Schools have been amended to include a section on research staff environment and research staff development	No further action required. Actions agreed will be on-going – annual School research reports are taken to RCSC for consideration in May each year.
Researchers have access to additional pay progression with transparent promotion procedures	Additional Pay progression is not available for all staff, so Researchers are not being disadvantaged. All staff vacancies are advertised internally and researchers would be eligible to apply. Our current redeployment policy means that staff whose roles are at risk are considered for any vacancy at the same grade prior to advertisement.	Threshold review policy to be reviewed to include researchers through business case procedure.	By end of 2011/12 academic year. HR/VP (R&GA)/DoS	Researchers will be treated the same as all staff, and a business case put forward as appropriate.	No further action required.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Clear career frameworks for early stage researchers outlined in organisational HR strategies	<p>Role profiles for each of the researcher grades are published on the web so that research staff can ascertain the expectations for grades above and seek to develop these skills as their career progresses.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/grade-descriptors.asp</p>	Review organisational strategies to ensure include researchers.	<p>By end of 2011/12 academic year.</p> <p>HR/VP (R&GA)</p>	<p>Role profiles for research and academic staff will be mapped against Vitae RDF phases to create a career progression framework.</p>	<p>Role profiles have been mapped against the phases of the Vitae RDF are available on the R&GA website.</p> <p>http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/researcher-development-programme/managing-your-research-career</p> <p>An introduction to the RDF is part of the University's staff development programme and we are currently piloting the RDF planner amongst a range of academic and research staff. An evaluation of the trial will be considered at RCSC on 20/03/14.</p>
C: SUPPORT AND CAREER DEVELOPMENT					
PRINCIPLE 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment					
Broad minded approach to researcher careers in terms of mobility across career paths, with all career paths valued equally	<p>BSU does not have a "promotions round". All vacancies are advertised and researchers would be eligible to apply.</p>	<p>Professional networks and training are available e.g. through Vitae - research staff should be encouraged to join and attend</p>	<p>Immediate</p> <p>VP (R&GA)/Pis</p>	<p>Vitae training is available to all BSU staff, and available courses have been mapped against the Vitae RDF to demonstrate how career progression can be achieved http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/research-support .</p>	<p>An introduction to the Vitae RDF and the RDF planner is included as part of the CLTD programme. A new Research Staff Development post has been created, with the postholder taking responsibility for developing a researcher development programme, in consultation with CLTD and Schools.</p>

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Training, skills and competencies to carry out the funded project	All research staff are able to access staff development and professional development training offered across BSU. Additional training for project specific needs is also supported where appropriate.	Need to ensure that research staff are aware of external options e.g. Vitae training.	Immediate PI/R&GA/CLTD	Training is available to all BSU staff, and available courses have been mapped against the Vitae RDF to demonstrate how career progression can be achieved http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/research-support	A new Research Development Officer has been appointed and a researcher development programme put in place which has been mapped against the Vitae RDF. This will be rolled out over 18 months, the first courses starting in April 2014. A new ECR programme has already been launched. http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/researcher-development-programme
Development of transferable skills through embedded training - both for skills needed to undertake project and also in communication and other professional skills	HODs are responsible for academic staff and their development. Training needs are assessed as part of SDR process. Researchers are eligible to attend internal courses and to take part in the organisation of internal events run through research centres and groups.	External courses would need to be supported and paid for by DoS. Review of internal opportunities to be mapped against Vitae RDF and gaps identified so that suitable opportunities can be developed and considered.	By end of 2011/12 academic year PI/DoS plus R&GA/HR and Centre for Learning and Teaching Development (CLTD)	Training is available to all BSU staff, and available courses have been mapped against the Vitae RDF to demonstrate how career progression can be achieved http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/research-support	A new Research Development Officer has been appointed and a researcher development programme put in place which has been mapped against the Vitae RDF. This will be rolled out over 18 months, the first courses starting in April 2014. A new ECR programme has already been launched.
Access to professional, independent advice on career management, particularly the prospect of	See above. Research staff skills and competencies should be matched at selection stage and then addressed through review and appraisal as project progresses,	Review with Careers Service	By end of 2011/12 academic year	Careers consultants are available to PhD students and contract researchers on a one-to-one basis, as well	Discussions to tailor training and advice to researchers will be ongoing throughout the academic year, and the new research staff

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
employment beyond their immediate discipline base	and training offered		HR/VP (R&GA)/Careers Service (CS)	as on-line support and training. Details of access to Careers Service support is now included in the Doctoral student handbook and PGR workshops are available on career planning.	development website will be updated with progress. The Careers Service runs sessions for PGR students, and has regular drop-in surgery days at our research campus at Corsham Court. Bath Spa plus workshops will be mapped against Vitae RDF by Easter 2013/14.
Possibility of offering training and placements to broaden awareness of other sectors	Funded placements are available for RCUK post holders to undertake professional placements, but no internal support available for this. Research staff are given the same opportunities as academic staff in terms of access to placements and training through research centres and academic networks, where these are available.	Review with Careers Service in relation to employability opportunities. Review funding to support placements and training.	By end of 2011/12 academic year HR/VP (R&GA)/CS VP (R&GA) / Business Support Unit (BSU)	Currently placements are limited to UG students. However, where placements can be identified, the Careers Service will be able to offer support in the administrative processes involved in setting these up. NB. SoE too could support this process.	A Knowledge Exchange Operational Plan was approved by RCSC on 23/01/2014, which includes plan for a Knowledge Exchange Fellowship scheme for placements for staff. The first call for fellowships will take place in October 2014, with additional cohorts throughout the 2014/15 academic year. Discussions are on-going in relation to PGR students, and placements will be part of the AHRC DTP opportunities currently being developed for the first cohort in 2014/14.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Clear systems that help researchers to plan their career development	<p>This is an integral part of the annual SDR process.</p> <p>Line managers and researchers are responsible for discussions about career development.</p>	No action required.		Note – completion of SDR process for all staff is monitored by HR	Embedding the Vitae RDF planner into the SDR process is being discussed with Schools and with HR. A paper evaluating the RDF planner tool will be considered at RCSC on 20/03/14 with recommendations for how this is taken forward across the University in future.
Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.	<p>Discussion is part of a SDR meeting.</p> <p>BUS recruitment and reward packages are available on HR webpages.</p>	Development of guidelines for the determination of the duties of research staff could include this information. Threshold review process to be reviewed for research staff.	<p>By end of 2011/12 academic year</p> <p>HR/VP (R&GA)</p>	<p>Guidelines approved and on web.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp</p> <p>Threshold review process will include research staff.</p>	No action required.
Researchers are aware of local and national career development strategies	<p>Promotion and reward criteria apply equally to research staff. Staff Employment handbook for all staff is published on the web.</p> <p>Http://www.bathspa.ac.uk/services/hr/employment-handbook.asp</p>	<p>Development of guidelines for the determination of the duties of research staff.</p> <p>Ensure that researchers are aware of local and national professional networks.</p>	<p>By end of 2011/12 academic year.</p> <p>HR/VP (R&GA)</p>	<p>Guidelines approved and on web.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp</p>	No action required.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Planned induction programme for researchers	Induction programme compulsory for all academic staff and is monitored by HR.	No action required.		N/A	No action required.
Research managers provide effective research environments for training and development of researchers, encouraging CPD	Research staff have individual induction process in line with University procedures and CPD is part of on-going monitoring process.	Research Managers need to encourage researchers to attend relevant courses - monitor activity as part of annual research audit. Consider whether joint seminars/events for new research staff would be useful.	By end of 2011/12 academic year R&GA/Research Centres/PIs	Annual School Research reports for Schools have been amended to include a section on research staff environment and research staff development	No further action required – annual school research reports are considered at RCSC in May each year. A new Research Development Officer has been appointed and a researcher development programme put in place which has been mapped against the Vitae RDF. This will be rolled out over 18 months, the first courses starting in April 2014.
Articulation of skills that should be developed to support career progression	Is part of SDR process and completion of SDR is monitored. Job Descriptions for Research staff are on the web and can be accessed to aid discussions of skill development.	No action required.		Job specifications have been mapped against the Vitae RDF and can be found on the R&GA website http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/researcher-development-programme/managing-your-research-career	A new Research Development Officer has been appointed and a researcher development programme put in place which has been mapped against the Vitae RDF. This will be rolled out over 18 months, the first courses starting in April 2014. A pilot of the RDF planner is being undertaken to review how this can support career development discussions at SDR.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
And encouragement of researchers to develop those skills	Research staff are eligible to join Professional Practice in HE programme and to undertake appropriate staff development courses. Teaching opportunities are also available if applicable to role and funding body rules. Researchers are encouraged to be fully involved in research centre activities. Development needs are discussed at SDRs	Map current provision against the Vitae Researcher Development Framework and identify funding opportunities.	By end of 2011/12 academic year. VP (R&GA) /HR/CLTD	Current provision has been mapped and is available on the R&GA website. http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/researcher-development-programme/managing-your-research-career	A new Research Development Officer has been appointed and a researcher development programme put in place which has been mapped against the Vitae RDF. This will be rolled out over 18 months, the first courses starting in April 2014.
Development of a specific career development strategy for researchers at all stages of their career	Once skills needs are identified through SDR, PIs should encourage researchers to access existing staff development courses, and also to facilitate opportunities for these skills to be developed as part of the project team, or wider Departmental/School activities.	Schools to consider encouraging researchers to gain experience in the planning and management of research fora/ workshops/seminars	By end of 2011/12 academic year PIs/DoS/DoR	Annual School Research reports for Schools have been amended to include a section on research staff environment and research staff development	No further action required. Actions identified will be on-going – annual school research reports are considered by RCSC in May each year.
Availability of mentors in providing support and guidance for CPD and PD	A Buddy is encouraged as part of University's induction policy. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/induction.asp	Schools to be consulted on a mentoring system - identify staff that have come up through PhD/postdoc into academic roles. HR and DR&GA to consider the development of mentor responsibilities and skill set.	By end of 2011/12 academic year DR&GA/DoS/DoR DR&GA/HR	Mentor responsibilities skills set to be identified. Research mentors have been identified for each academic school and will be working with RSO staff to support research staff working on research grant applications.	Actions agreed will be on-going. Skills set to be identified and incorporated into existing mentor programme. Coaching and mentoring network being considered and to include new profs etc (HR) by end 2013/14. New Knowledge Exchange mentoring scheme has been agreed and will be rolled out this academic year.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Researchers should be actively encouraged to undertake CPD and its impact recorded	Part of SDR and normal 1:1 discussions with LM, as well as included in reports to funding bodies and at Research Centre meetinR&GA.	Research Committee to consider monitoring activities and impact through School annual audit of research activities.	DR&GA/DoR	Annual School Research reports for Schools have been amended to include a section on research staff environment and research staff development	No further action required. Actions identified will be on-going-annual school research report are considered by RCSC each May.
PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career					
Transparent and regular appraisal systems for researchers	SDR systems for researchers are in place and monitored by HR	No action required		N/A	No action required
Developmental activities include preparation for academic practice	Research staff are eligible to join Professional Practice in HE programme and to undertake appropriate staff development courses. The Professional programme is recognised by other HEIs and APL/APEL is awarded where appropriate. Completion of the certificate also gives automatic fellowship of HEA status. Teaching opportunities are also available if appropriate to role and can be discussed as part of appraisal process.	No action required		N/A	No action required.
Training when researchers are engaged in supporting learning and teaching	Professional Practice in HE open to research staff which includes training and support for teaching related activities.	No action required		N/A	No action required.
Input to policy and practice through appropriate representation at staff meetings and through	Research staff are members of research centres and groups, and are invited to University-wide staff Research fora. An interactive on-line research forum is also	Critical mass small at current time – formal representation to be reviewed as contracted	On-going	RCSC membership has been reviewed and it was agreed that it would be more appropriate to include PhD	Research staff forum to be considered and research staff representation discussed at RCSC on 23/01/14 as part of review of

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
committees	being developed for the use of the academic and research staff community.	researcher community grows.	VP (R&GA)/DoR	representatives on School level Committees. Details of UK Research Staff Association on RSO website at: https://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/researcher-development-programme	RCSC membership and terms of reference.
Mentoring arrangements supported by employers as a key mechanism for career development & enhancement.	Only informal arrangements exist at present time.	Formal mentoring scheme to be considered by HR and VP (R&GA)	End of 2011/12 academic year HR/VP (R&GA)/DoS	Discuss the adoption of a mentoring system at RCSC – agreed to extend existing buddy system and link into mentoring network. Mentors have been identified by Schools for research staff.	No action required.
D. RESEARCHERS RESPONSIBILITIES					
PRINCIPLE 5 – Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning					
Researchers should develop increased capacity for independent, honest and critical thought	Part of essential skills in job description and monitored through progression meeting and SDR. Research staff are full members of Research Centres and take part in seminars, Conferences and other academic peer events.	No action required		N/A	No action required.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Researchers should develop their ability to transfer and exploit knowledge, and facilitate its use in policy making	Researchers encouraged to do joint publications and conference presentations, and take part in public engagement activities.	Development of training in knowledge transfer and public engagement to be discussed with CLTD	By end of 2011/2012 academic year VP (R&GA)/CLTD	Training is available to all BSU staff, and available courses have been mapped against the Vitae RDF to demonstrate how appropriate skills can be developed (SP/CP) – now available on R&GA website.	A new Research Development Officer has been appointed and a researcher development programme put in place which has been mapped against the Vitae RDF. This will be rolled out over 18 months, the first courses starting in April 2014.
Researchers should conduct and disseminate research in an honest and ethical manner	Line manager/mentor responsibility - Support of the PIs, adherence to professional association codes of ethics and University ethics procedures.	Development of guidelines for the determination of the duties of research staff should include this information.	By end of 2011/12 academic year. HR/DR&GA	Guidelines approved and on web. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp	Currently mapping existing practice against Concordat for Research Integrity and will consider an Action Plan at RCSC on 20/03/2014.
Researchers should be aware that the skills and achievements required to move on from a research position may not be the same as the skills and achievements which they displayed to reach that position	Should be part of progression and SDR system to monitor development throughout the project.	No action required		N/A	No action required.
Researchers should recognise that their primary responsibility for managing and pursuing their career is theirs. Seek out opportunities for learning and development	Yes, SDR and line manager/mentor responsibility. PIs should encourage researchers to do this as part of progression and appraisal monitoring by covering this topic in induction arrangements, and encouraging professional review.	No action required		N/A	No action required.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Employers should equip research staff with tools to manage their own careers	Line manager/mentor responsibility - researchers have access to CPD opportunities across the Institution.	Discuss with CLTD whether PDPs can be put in place for research staff	By end of 2011/12 academic year. VP (R&GA)/CLTD	Discussions on-going	A new Research Development Officer has been appointed and a researcher development programme put in place which has been mapped against the Vitae RDF. This will be rolled out over 18 months, the first courses starting in April 2014. BSU is currently piloting the REF planner for use by researchers. This will be reviewed by RCSC on 20/03/2014.
Research managers should encourage CPD	This is part of SDR meeting. Procedures are in place for raising concerns over Line Management with Senior Managers if necessary.	No action required		N/A	No action required.
Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.	This is part of SDR meeting .	No action required		N/A	No action required.
Researchers encouraged to record their CPD for presentation to future employers and record via PDPs	CPD activities are reviewed as part of annual SDR.	Discuss with CLTD how to support researchers to use the Vitae Professional Development Planner in support of the RDF	By end of 2011/12 academic year. VP (R&GA)/CLTD	Consultation and discussions have taken place with Schools and the research staff community, and introductory sessions have been undertaken as part of the CLTD programme to the Excel based planner.	Following a Vitae led workshop in November 2013, BSU is currently piloting the REF planner for use by researchers. This will be evaluated and a report considered by RCSC on 20/03/2014.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
E: DIVERSITY AND EQUALITY					
PRINCIPLE 6 – Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers					
Organisation takes positive steps to promote equality and to develop specific schemes and action plans to address specific issues of under-representation or lack of progression	BSU has a university-wide Equal Opportunity Policy and is currently considering the new requirements of the Public Sector Equality Duty. There are no specific schemes to address issues related to research staff as all staff and students are covered by one system.	No action required		University wide series of E&D training was undertaken as part of preparations for REF2014, which were widely attended by academic staff and all senior managers. EIAs on REF are being considered for action by EDSG.	No action required.
Recruitment and retention of researchers from the widest pool	Not monitored at the moment. As research staff are recruited they will be included in current processes.	No action required		N/A	No action required. Contract research staff numbers are small - need critical mass to evaluate as a separate group. Will be reviewed annually as part of academic stats.
Address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately affect some groups	Flexible working policies are available to all staff. Included in the Induction training for managers.	No action required		N/A	No action required.
Ensure that working conditions for researchers provide the flexibility necessary for successful research performance	Flexible working procedures are available to all staff Included in the Induction training for managers.	No action required		N/A	No action required.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Respond flexibly to requests for changes to working patterns and resist instant refusals based on 'we don't do it this way here'	Flexible working procedures are available to all staff Included in the Induction training for managers.	No action required		N/A	No action required.
Awareness of funding guidelines on provision of additional funding and duration of grant to cover maternity/paternity/adoptive leave	RSO aware of funding body guidelines and can advise DoS on funding implications, implications are then discussed with HR as part of maternity cover guidelines.	RSO/HR to consult on best practice as different circumstances arise. Is funding available to cover all contingencies?	Immediate HR/RSO	On-going, issues discussed as cases arise and potential funding problems flagged at bid stage. Researchers to follow same process and to use template developed for other staff groups.	No further action required. Actions identified are on-going and dealt with on a case-by-case basis as they arise.
Transparent equal opportunity policy at recruitment and at all subsequent career stages	Researchers treated the same as other BSU staff. R&T training provided by HR staff. We do not have progression panels. Policies are available on the HR website as above.	No action required		N/A	No action required.
Diversity reflected in selection and evaluation committees	Selection committees - diversity issues considered by chair of panels. BSU does not have Evaluation Committees - HR and HERA analysts are responsible for job evaluation requests.	No action required		N/A	No action required.
Account taken of researchers personal circumstances. Change policies or practices that directly or indirectly disadvantage such groups	All line managers are encouraged to talk through any HR issues with their HR Advisor. All policies are available on HR website. Included in line Managers Induction.	No action		N/A	No action required.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Measures exist for discrimination, bullying or harassment to be reported without adversely affecting careers of innocent parties	Policies and practices are in place. Harassment Advisors available at BSU sites. Details are available on the website. Formal Grievance procedure is also available. Included in line managers induction http://www.bathspa.ac.uk/services/hr/for-staff/equality-and-diversity/harassment-policy.asp	No action		N/A	No action required.
Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives	University does not currently participate in these schemes.	DR&GA and HR to investigate and consider options	By end of 2011/12 academic year HR/DR&GA	Athena Swan Charter and Juno project not applicable to BSU subject areas in general. Gender equality champion in place and new initiatives are being put in place as a result of recent equal pay review. University has IIP status and Stonewall Diversity Champions	Continue to review over academic year. RSO to investigate Athena Swan in relation to Creative Industries and report to RCSC in March 2014.
F. IMPLEMENTATION AND REVIEW					
PRINCIPLE 7 – The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK					
Undertake annual review of progress in implementing the principles of the Concordat	Gap analysis and Action Plan discussed with HR and agreed at Research Committee.	Formal review to include discussion with HR and approval by Research Committee.	Review process to commence at start of 2011/12 academic year DR&GA	Review of progress at RCSC 19/01/12 and 12 July 2012. Annual review for 2012/13 at 4 July meeting.	Annual review to take place

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2013/14 and beyond
Use of the Careers in Research Online Survey	- Not used at present time - critical mass of contract researchers too small. Feedback on research staff concerns and issues to be sought through PIs and Director of Research, and from heads of research centres and groups, where issues have arisen out of discussions at seminars or meetings.	Will review as numbers increase.	On-going DR&GA	Audit of no. of staff on research contracts has taken place and numbers remain too small for meaningful results in CROS. Research staff views will be canvassed as a separate exercise at the end of the academic year.	Continue to monitor throughout academic year. RSO meet with researchers to offer help and support on a one-to-one basis.
Monitor equality and diversity indicators for researchers	As Research staff are appointed they will be included in appropriate staff diversity statistics.	No action		Statistics are monitored as part of overall University return. Critical mass at current time means that they cannot be published separately due to confidentiality issues. REF EIAs are reviewed by EDSG and action taken as appropriate.	Continue to review over academic year.
Share good practice with other HEIs	Through networks such as Vitae and HR fora . Collaborate with local Universities on local and regional EO issues.	On-going review	On-going DR&GA/HR	Good practice shared through ARMA and Vitae networks, also through HR forums such as SWRHEEN, UHR and SD forum NB. Vitae good practice highlighted	No further action required. Actions identified on-going.

Glossary of Terms

ARMA	Association of Research Managers and Administrators
BSU	Business Support Unit
CS	Careers Service
CLTD	Centre for Learning and Teaching Development
DoR	Directors of Research
R&GA	Research & Graduate Affairs Office
VP (R&GA)	Vice-Provost (Research & Graduate Affairs)
DoS	Deans of School
HR	Human Resources Department
PIs	Principal Investigator(s)
RSO	Research Support Office
SD Forum	Staff Development Forum
SWRHEEN	South West region Higher Education Equality Network
UHR	Universities Human Resources