



Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: November 2015 Review

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</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.</p> <p>Role descriptors can be found here.</p> <p>The University is committed to the advancement of its research strategy at the highest level, and for selecting</p>	Recruitment training for line managers is now offered as standard, and includes reference to research management. HR will ensure that all new LM attend training and feedback is evaluated and monitored.	HR - annual review July 2016

	<p>academic staff that can demonstrate that they are engaged in research activities.</p> <p>New University 2020 Strategy includes targets for research and school strategies have to tie into this.</p> <p>The 2020 strategy can be found here.</p> <p>RKECC reviews and monitors targets, and staff progress against targets are reviewed annually through SDR process.</p> <p>The Vitae's Every Researcher Counts Training Programme is being offered in 2015/16.</p> <p>Discussion of individual research activities and development is now embedded in SDR process and included in guidance documents, and discussions with staff are used to inform the RKECC research target setting exercise for Schools each year.</p>		<p>RKECC:</p> <ul style="list-style-type: none"> - targets: Nov 2015 - Review of targets: May 2016
<p><i>Recruitment & selection procedures are informative, transparent and open to all qualified applicants</i></p>	<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>Recruitment and selection guidelines can be found here.</p> <p>Role descriptors are available on the HR website for all levels of post.</p>	<p>BSU has implemented an e-learning module on unconscious bias, and at least one member of panel needs to have completed this training. This will further raise awareness of the importance of transparent, open for all recruitment practices.</p> <p>RSO/HR will also investigate running an expert workshop in this area in</p>	<p>Ongoing - July 2016 annual review</p> <p>RSO - April 2016</p>

		2015/16 for academic leaders.	workshop
<i>Person and vacancy specs must clearly identify the skills for the post, and these must be relevant to the role</i>	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.	Role descriptors are reviewed during bid process and discussed with the PI and HR where appropriate	Ongoing - July 2016 annual review
<i>Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason</i>	Current policy is in line with FTC legislation.	HR regularly reviews processes to ensure that policy remains in line with FTC legislation	Ongoing - July 2016 annual review
<i>Recruitment and progression panels should reflect diversity as well as a range of experience and expertise</i>	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	no action required
<i>Recruitment & selection panels should have received relevant recent</i>	Chairs of selection panels are either the VC or their 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	HR will monitor panel membership to ensure that all panel members have received mandatory training.	Ongoing - July 2016 annual review

training	<p>selection panels.</p> <p>Mandatory training was refreshed in the 2014/15 academic year and all members of selection panels are required to have completed this.</p>		
Unsuccessful candidates should be given appropriate feedback if requested	<p>The Panel Chair gives feedback to candidates based on the selection record compiled by the panel at interview. Feedback is only provided to those candidates invited to interview.</p> <p>Training on feedback was refreshed in 2014/15 as above.</p>	HR will monitor panel membership to ensure that all panel members have received mandatory training.	Ongoing - July 2016 annual review
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	<p>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.</p> <p>An equal pay review took place in 2014.</p>	Tbc There will be a new Equal Pay Review in 2016	tbc
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	All staff are treated equally at BSU. Researchers have the same rights of membership to research centres and	RO: to monitor feedback and evaluation of training	RO - July 2016 review

<p>researchers</p>	<p>access to staff development programmes and other staff benefits. The University also has a work-life balance policy.</p> <p>Guidelines for the determination of duties of research staff – are now published on the web.</p> <p>RO is delivering Vitae’s Every Researcher Counts Training Programme to raise awareness of research specific E&D issues/requirements.</p>		
<p><i>In particular, the development of researchers should not be undermined by the instability of employment contracts.</i></p>	<p>Researchers are afforded the same opportunities irrespective of their type of contract. Their development needs are discussed with their Line Manager as part of the SDR process and in line with good management practice. Researchers also have the opportunity to arrange 1-2-1 sessions with the Researcher Development Officer, Research Coordinators, and HR.</p>	<p>no further action required at this time</p>	<p>no action required</p>
<p><i>Everyone involved should be committed to improving the stability of employment conditions for researchers</i></p>	<p>BSU is committed to offering equal treatment to all researchers and valuing their work.</p>	<p>no further action required at this time</p>	<p>no action required</p>
<p><i>Implementing and abiding by the Fixed</i></p>	<p>Treat FTC staff the same as other BSU staff - regulations</p>	<p>no further action required at this time</p>	<p>no action required</p>

Term Employee Regulations	are adhered to and incorporated into existing policies.		
Research managers should be required to participate in active performance management. This includes career development guidance and supervision of their teams.	<p>All research managers are part of the SDR process where their own performance is monitored, and training is offered to staff and line managers.</p> <p>There is an annual leadership management training for managers programme at the University, which aims to share and showcase good management practices. The programme is reviewed annually.</p>	<p>Use of the Vitae RDF has not been widespread and this will be reviewed by the RSO and an action plan developed</p> <p>RSO will investigate training opportunities and workshops with research managers to address issues of career development guidance.</p>	<p>HR: July 2016 review</p> <p>RSO: May 2016 RKECC</p> <p>RSO; April 2016 workshop</p>
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.	<p>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.</p> <p>Line Management induction training is also offered by HR to ensure that all Line Managers are coached and trained in LM responsibilities.</p> <p>All new starters are required to complete an on-line equality and diversity module.</p> <p>RO delivers of Vitae's Every Researcher Counts Training Programme to raise awareness of research</p>	<p>Leadership development events offer Research Managers opportunities to reflect on their practice, and lessons learnt continue to be shared across the community. The programme is reviewed annually.</p> <p>Recruitment and selection training and Equality and Diversity training undertaken by all recruiting</p>	<p>HR: July 2016 review</p>

	<p>specific E&D issues/requirements</p> <p>Recruitment and selection training and Equality and Diversity training undertaken by all recruiting managers at Bath Spa.</p> <p>Comprehensive E&D training was mandatory for all staff involved in the staff selection process for REF2014.</p>	<p>managers at Bath Spa.</p> <p>RSO is developing a research leadership training programme for launch in Spring 2016.</p> <p>HR are currently reviewing how to analyse and monitor staff performance on the E&D on-line module.</p>	<p>RSO: Spring 2016</p>
<p>Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored.</p>	<p>Line Manager is responsible for the monitoring of performance of the Research Manager and its impact. See above for SDR information.</p> <p>New annual reporting template for research centres and groups was put in place for 2014/15, linked to University KPIs, which monitors the activities of staff engaged in research.</p> <p>Impact of research is monitored through the annual review process by RKECC.</p>	<p>New annual reporting template for research centres and groups is an annual process.</p> <p>BSU this week celebrates excellent performance through showcasing research outputs and activities.</p> <p>RKECC to consider more effective forums to reward and recognise excellence performance in research</p>	<p>Ongoing - July 2016 annual review</p> <p>RKECC - May 2016</p>
<p>Organisational</p>	<p>A Redeployment list is maintained by HR. All staff at risk</p>	<p>Access to broader training</p>	<p>Ongoing - July 2016</p>

<i>systems capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment</i>	are placed on the redeployment list. Line managers and if appropriate HR would be involved in discussions regarding the end of any contract. Researcher development Programme has been refreshed for 2015/16	opportunities whilst employed fixed term, broaden the opportunities for staff at the end of a particular contract.	annual review
<i>Transparent pay progression in accordance with agreed procedures.</i>	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.	no action required at this time	no action required at this time
<i>Researchers offered opportunities to develop their own careers.</i>	Staff Development opportunities, including Professional Practice in HE , are available to researchers. Opportunities are also provided by research groups/teams. Review of career aspirations and training is part of the SDR process. A researcher development programme has been implemented in line with the RDF. More general training opportunities such as developing leadership, managerial and personal effectiveness skills are available to all staff.	RSO will review training programme for research leaders relating to career development aspects.	RSO: April 2016
<i>Researchers have access to additional pay progression with transparent promotion procedures</i>	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	no further action required	no action required at this time

	advertisement.		
<i>Clear career frameworks for early stage researchers outlined in organisational HR strategies</i>	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.	The RDF is currently being embedded into the Staff Development Review process and will form part of the induction programme for all new research staff. Use of the Vitae RDF has not been widespread and this will be reviewed by the RSO and an action plan put in place.	RDF pilot ongoing. To be implemented by 2015/16. RSO: RKECC May 2015
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			
<i>Broad minded approach to researcher careers in terms of mobility across career paths, with all career paths valued equally</i>	All vacancies are advertised and researchers would be eligible to apply. Research Development 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 There is an annual promotions round for the appointment of Readers and Professors and selection criteria were reviewed in 2014/15 to include knowledge	RSO will review training programme for research leaders relating to career development aspects.	RSO: April 2016

	<p>exchange and research impact.</p> <p>Training and advice has been developed on alternative academic careers with input from Careers Office and if offered to PhD students and Early Stage Researchers</p>		
<i>Training, skills and competencies to carry out the funded project</i>	<p>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, and is discussed with the Research Manager throughout the project.</p> <p>Training needs are discussed regularly between researcher and Line Manager as an ongoing process, and also as part of the SDR process.</p>	<p>RSO currently advertises training opportunities through regular bulletins to staff and targets at individuals/groups where appropriate</p> <p>- this needs to be reviewed and monitored more effectively for review by RKECC</p>	<p>RKECC</p> <ul style="list-style-type: none"> - Nov 2015 - Jan 2016 - May 2016 - July 2016
<i>Development of transferable skills through embedded training - both for skills needed to undertake project and also in communication and other professional skills</i>	<p>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.</p> <p>Researchers have access to a suite of training and development opportunities open for all staff at Bath Spa. These include generic courses, providing training for generic skills which are transferable to other disciplines and professions.</p>	<p>Researcher development and staff training programmes are regularly reviewed by HR and RSO.</p> <p>RKECC to monitor attendance on research development programme.</p>	<p>RKECC</p> <ul style="list-style-type: none"> - Nov 2015 - Jan 2016 - May 2016 - July 2016
<i>Access to</i>	See above. Research staff skills and competencies	Training and advice to be developed	RO: April 2016

<p>professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline base</p>	<p>should be matched at selection stage and then addressed through review and appraisal as project progresses, and training offered</p>	<p>on alternative academic careers with input from Careers Office.</p>	
<p>Possibility of offering training and placements to broaden awareness of other sectors</p>	<p>Funded placements are available for RCUK post holders to undertake professional placements, and a new internal Knowledge Exchange placement scheme has been developed. 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.</p>	<p>RO continuing to develop links with SMEs and Industry through institutional research projects, business breakfasts, and engagement events.</p> <p>KE Placement Scheme.</p>	<p>Ongoing - for review in July 2016</p>
<p>Clear systems that help researchers to plan their career development</p>	<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>	<p>RSO will review training programme for research leaders relating to career development aspects.</p>	<p>RSO: April 2016</p>
<p>Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward</p>	<p>Discussion is part of a SDR meeting.</p> <p>BSU recruitment and reward packages are available on HR webpages.</p> <p>Guidelines approved and on web.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/general-</p>	<p>This is an ongoing process and is monitored on an annual basis.</p>	<p>Ongoing - for review in July 2016</p>

<p>are transparent and clearly stated.</p>	<p>hr-info/guidelines-research-duties.asp</p> <p>Threshold review process will include research staff.</p> <p>Promotion to Readers and Professors is now offered annually and the criteria have been reviewed to include impact and knowledge exchange activities.</p>		
<p>Researchers are aware of local and national career development strategies</p>	<p>Promotion and reward criteria apply equally to research staff. Staff handbook for all staff is published on the web here.</p> <p>Member of Vitae - access to materials and RDF Planner on RO website.</p> <p>Annual internal promotion round for Readers and Professors.</p>	<p>Ongoing action is being taken</p>	<p>Ongoing - for review in July 2016</p>
<p>Planned induction programme for researchers</p>	<p>Induction programme compulsory for all staff and attendance is monitored by HR.</p> <p>This includes specific reference to Research at BSU.</p> <p>New Researchers are invited to an induction lunch workshop with the RSO and the Library which covers issues relating to research support and open access.</p> <p>An ESR programme is available annually for all staff</p>	<p>Attendance at research induction lunches to be monitored and catch-up sessions offered.</p> <p>Mentors to be appointed for new research staff.</p> <p>Ongoing evaluation and review of</p>	<p>Ongoing - for review in July 2016</p>

	new to research - staff are nominated by schools.	ESR programme for annual monitoring at RKECC.	RKECC – July 2016
Research managers provide effective research environments for training and development of researchers, encouraging CPD	<p>Research staff have individual induction process in line with University procedures and CPD is part of on-going monitoring process.</p> <p>Researchers have access to RDF and training.</p> <p>All new staff are invited to join Research Centres and Groups and engage in their activities</p>	Ongoing actions	Ongoing - for review in July 2016
Articulation of skills that should be developed to support career progression	<p>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.</p> <p>Access to RDF and planner to assist with the identification of skills related to career progression.</p> <p>Training on RDF is available as part of the researcher development programme.</p>	ongoing actions	Ongoing - for review in July 2016
And encouragement of researchers to develop those skills	<p>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.</p> <p>Researcher Development Programme is now in place</p>	Ongoing actions	Ongoing - for review in July 2016

	and available to all staff. SDRs to consider time required for development.		
<i>Development of a specific career development strategy for researchers at all stages of their career</i>	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. All staff are strongly encouraged to use the Vitae RDF planner to help inform their career development, and training and support is in place for this centrally.	ongoing actions	Ongoing - for review in July 2016
<i>Availability of mentors in providing support and guidance for CPD and PD</i>	A Buddy is encouraged as part of University's induction policy. Research mentors are in place in each School to offer support on the development of research bids and publications /research outputs	All new research staff will be offered mentors to support them in research development activities	Ongoing - for review in July 2016
<i>Researchers should be actively encouraged to undertake CPD and its impact recorded</i>	Part of SDR and normal 1:1 discussions with LM, as well as included in reports to funding bodies and at Research Centre meetings. Vitae RDF planner enables staff to record this electronically.	ongoing actions	Ongoing - for review in July 2016
PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career			
<i>Transparent and regular appraisal systems for</i>	Annual SDR systems for researchers are in place and monitored by HR	No action required	no further action required at this time

researchers			
<i>Developmental activities include preparation for academic practice</i>	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.	Discussions are still ongoing on the implementation of a Graduate Assistant scheme to enable PhD students to gain, and be financially rewarded for, formal teaching experience.	HR/GS: review July 2016
<i>Training when researchers are engaged in supporting learning and teaching</i>	Professional Practice in HE open to research staff which includes training and support for teaching related activities. LTD offers courses an accredited HEA programme which is open to all researchers - which has now been reaccredited by the HEA.	no further action required	no further action.
<i>Input to policy and practice through appropriate representation at staff meetings and through committees</i>	Research staff are members of research centres and groups, and are invited to University-wide staff Research fora. RCSC is to be expanded to include representatives from a range of different researcher roles/career profiles	RSO to facilitate development of a Research Staff Association at BSU and membership of the UK Research Staff Association	RSO: December 2015

<p><i>Mentoring arrangements supported by employers as a key mechanism for career development & enhancement.</i></p>	<p>School strategy meetings with Research office have identified staff to act in mentoring roles within each School..</p> <p>Mentors are invited to input into staff development workshops and to comment on draft applications</p>	<p>All new research staff will be offered mentors to support them in research development activities</p>	<p>Ongoing - for review in July 2016</p>
<p>D. RESEARCHERS RESPONSIBILITIES</p> <p>PRINCIPLE 5 – Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning</p>			
<p><i>Researchers should develop increased capacity for independent, honest and critical thought</i></p>	<p>Part of essential skills in job description and monitored through progression meetings and SDR. Research staff are full members of Research Centres and take part in seminars, Conferences and other academic peer events.</p> <p>Ethics and Integrity training is mandatory for all academic staff as part of new Research Integrity and Ethics policy and procedures, and available to researchers as part of research staff development programme.</p>	<p>Ongoing actions - RKECC regularly reviews completion of the Ethics on-line module and an annual compliance report is considered by Governors each July.</p>	<p>RKECC :</p> <p>- Nov 2015</p> <p>Jan 2016</p> <p>May 2016</p> <p>July 2016</p> <p>Governors - July 2016</p>
<p><i>Researchers should develop their ability to transfer and exploit knowledge, and facilitate its use in</i></p>	<p>Researchers encouraged to do joint publications and conference presentations, and take part in public engagement activities.</p>	<p>A KE Hub has been approved to support KE and KT activities.</p>	

<i>policy making</i>			
<i>Researchers should conduct and disseminate research in an honest and ethical manner</i>	<p>Line manager/mentor responsibility - Support of the PIs, adherence to professional association codes of ethics and University ethics procedures.</p> <p>A new handbook for Research Integrity and Ethics has been put in place which sets out ethical approval procedures that are mandatory for all staff. All supervisors are required to attend ethics training.</p>	Ongoing actions - RKECC regularly reviews completion of the Ethics on-line module and an annual compliance report is considered by Governors each July.	<p>RKECC</p> <ul style="list-style-type: none"> - Nov 2015 - Jan 2016 - May 2016 - July 2016 <p>Governors - July 2016</p>
<i>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</i>	<p>Should be part of progression and SDR system to monitor development throughout the project.</p> <p>Role descriptors and promotion criteria are all available to staff, and can be used to inform these discussions.</p>	ongoing action	no further action required at this time.
<i>Researchers should recognise that their primary responsibility</i>	Yes, SDR and line manager/mentor responsibility. PIs should encourage researchers to do this as part of progression and appraisal monitoring by covering this	ongoing action	no further action required at this time.

<p><i>for managing and pursuing their career is theirs. Seek out opportunities for learning and development</i></p>	<p>topic in induction arrangements, and encouraging professional review.</p> <p>Annual research strategy meetings with Schools identify gaps in skills and research development training to meet specified needs which have been flagged at SDR discussions.</p>		
<p><i>Employers should equip research staff with tools to manage their own careers</i></p>	<p>Line manager/mentor responsibility - researchers have access to CPD opportunities across the Institution.</p> <p>Bath Spa subscribes to Vitae RDF planner and all researchers have access to training programmes linked to the RDF</p>	<p>Use of the Vitae RDF has not been widespread and this will be reviewed by the RSO and an action plan put in place.</p>	<p>RSO - RKECC May 2016</p>
<p><i>Research managers should encourage CPD</i></p>	<p>This is part of SDR meeting. Procedures are in place for raising concerns over Line Management with Senior Managers if necessary.</p> <p>Annual research strategy meetings with Schools identify gaps in skills and research development training to meet specified needs which have been flagged at SDR discussions.</p>	<p>ongoing process</p>	<p>Ongoing - July 2016 review</p>
<p><i>Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.</i></p>	<p>This is part of SDR meeting ., and a bi-annual review process is now in place which reminds staff to review the objectives set at SDR, 6 months later.</p> <p>Annual research strategy meetings ensure that any issues can be discussed between the School and Research office</p>	<p>ongoing process</p>	<p>Ongoing - July 2016 review</p>

<p>Researchers encouraged to record their CPD for presentation to future employers and record via PDPs</p>	<p>CPD activities are reviewed as part of annual SDR.</p> <p>Vitae RDF planner is available to all staff to facilitate this process.</p>	<p>Use of the Vitae RDF has not been widespread and this will be reviewed by the RSO and an action plan put in place.</p>	<p>RSO - RKECC May 2016</p>
<p>E: DIVERSITY AND EQUALITY</p> <p>PRINCIPLE 6 – Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers</p>			
<p>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</p>	<p>BSU has a university-wide Equality Opportunity Policy and runs regular equality awareness sessions and events. There is no specific schemes to address issues related to research staff as all staff and students are covered by one system.</p> <p>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.</p> <p>An Equality Impact Assessment was undertaken to review the 2014 REF submission. This identified that submissions were representative of the BSU population.</p>	<p>ongoing process</p>	<p>no action required</p>
<p>Recruitment and retention of researchers from the widest pool</p>	<p>Not monitored at the moment.</p> <p>As research staff are recruited they will be included in current processes.</p>	<p>To be reviewed annually as research contract staff numbers increase.</p>	

	E&D training provided to all line managers to ensure selection from widest pool		
<i>Address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately affect some groups</i>	Flexible working policies are available to all staff. Included in the Induction training for managers.	no further action required	no further action required at this time
<i>Ensure that working conditions for researchers provide the flexibility necessary for successful research performance</i>	Flexible working procedures are available to all staff Included in the Induction training for managers.	no further action required	no further action required at this time
<i>Respond flexibly to requests for changes to working patterns and resist instant refusals based on 'we don't do it this way</i>	Flexible working procedures are available to all staff Included in the Induction training for managers.	no further action required	no further action required at this time

<i>here'</i>			
<i>Awareness of funding guidelines on provision of additional funding and duration of grant to cover maternity/paternity/ adoptive leave</i>	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 reviews as new funding guidelines are published, and discussed with HR and School where appropriate.	Ongoing - July 2016 review
<i>Transparent equal opportunity policy at recruitment and at all subsequent career stages</i>	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. University runs an annual internal promotion round for Readers and Professors.	no further action required	no further action required at this time
<i>Diversity reflected in selection and evaluation committees</i>	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 further action required	no further action required at this time
<i>Account taken of researchers personal circumstances. Change policies or practices that directly or indirectly</i>	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 further action required	no further action required at this time

<i>disadvantage such groups</i>			
Measures exist for discrimination, bullying or harassment to be reported without adversely affecting careers of innocent parties	Harassment 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.	no further action required	no further action required at this time
Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives	University does not currently participate in these schemes.	University will investigate opportunities for awards in Arts and Humanities areas as they emerge	Ongoing - July 2016 review
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	An annual review of the Action Plan is undertaken by HR and the Research office, and taken to RSCC for consideration.	This is ongoing, and a working group has been set up to review the action plan in the run up to our 4 year review.	Ongoing - July 2016 review

<p><i>Use of the Careers in Research Online Survey</i></p>	<p>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.</p> <p>Annual research strategy meetings with School provide opportunities for any issues to be discussed, and contract research staff now have a member on RCSC.</p>	<p>This will continue to be monitored, as contract research staff numbers grow</p>	<p>Ongoing - July 2016 review</p>
<p><i>Monitor equality and diversity indicators for researchers</i></p>	<p>As Research staff are appointed they will be included in appropriate staff diversity statistics.</p>	<p>no further action required</p>	<p>no further action required at this time</p>
<p><i>Share good practice with other HEIs</i></p>	<p>Through networks such as Vitae and HR fora . Collaborate with local Universities on local and regional EO issues.</p>	<p>this is on-going</p>	<p>ongoing action.</p>

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
RCSC	Research, Consultancy and Scholarship Committee (renamed RKECC in July 2015)

RKECC Research, Knowledge Exchange and Consultancy Committee (previously RCSC)