Concordat area and issue	Current Position	Possible / proposed Action	Responsibility for Action
A. Recruitment and Selection			
Members of the research community understand researchers are chosen for their ability to advance research	PD and HR have developed suite of job descriptions for HoS/PIs to use. HoS/PIs work with HR on appropriate job descriptions and adverts, as well as job spec pack. University is committed to the advancement of it's research strategy at the highest level, and for selecting academic staff that can demonstrate that are engaged in research activities. http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/grade-descriptors.asp	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 allacademic and research posts.	Heads of School and Head of Graduate School supported by HR
Recruitment & selection procedures are informative, transparent and open to all qualified applicants	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. Recruitment is based upon clear job descriptions and person specifications and evidence of a candidate's ability to meet the requirements of the post. Recruitment guidelines are intended to 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-managers/recruitment/recruitment-guidelines.asp	Pis would work their HR Advisor when recruiting any staff . HR have an induction programme for line managers which includes recruitment and selection. Need to ensure that potential Pis are clear about processes at bid stage when research posts are being considered	HR/RSO/PIs
Person and vacancy specs must clearly identify the skills for the post, and these must be relevant to the role	HoS/PIs work with HR on appropriate job descriptions and job spec pack, which include person and vacancy specifications. HoS/PIs would work with their HR Advisor when recruiting any staff	HR to be involved at an early stage where person specifications are required in grant applications to ensure that they are aligned with role profiles in HERA researcher job families.	HR/RSO/PIs
Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	BSU advertises a post as fixed term for a number of reasons which may include: new areas of work; if funding for the post is external and awarded for a limited period; to cover staff absence; where the contract is to provide a secondment or career development opportunity. All posts of 4 years + duration are advertised as permanent.	Current policy in line with FTC legislation.	
Recruitment and progression panels should reflect diversity as well as a range of experience and expertise	Exp & expertise of the panel are linked to the needs of the post and are reviewed by VC (or delegate) for academic staff and HR for other staff. EO issues are taken into account at this review stage.		
Recruitment & selections panels should have received relevant recent training	Chairs of selection committees are nominated by HoS according to recruitment guidelines and are drawn from experienced members of staff. New PIs would receive individual coaching if expected to chair selection panels.		
Unsuccessful candidates should be given appropriate feedback if requested	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 and coaching given to new Chairs/PIs	

Concordat area and issue	Current Position	Possible / proposed Action	Responsibility for Action
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 against the researcher job family in HERA and HoS/PIs work with HR on appropriate job descriptions and adverts, as well as job spec pack. BSU uses HERA as its job evaluation tool for posts. The job descriptions 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.	PI/RSO/HR
B. Recognition and Value			
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 need to be made aware of professional development and other training opportunities available to them, and clear about their teams and conditions as part of the induction process. Research staff terms and conditions need to be published on the web. Guidelines for the determination of research staff to be developed and published alongside guidelines for other job families.	HR/Pis/Graduate School
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.		
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.		
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.		
Research managers 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. All staff subject to SDR and training offered to staff and line managers. HR reviews all SDRs for performance issues and training needs. http://www.bathspa.ac.uk/services/hr/for-staff/core-hr-guidance/SDR/default.asp		HR/PIs
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	HR developing a Management Development programme which will be launched summer 2011 and be available to all Line Managers. Line Management induction training is also been piloted which will ensure that all Line Managers are coached and trained in LM responsibilities.	HR/Grad School
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 will be 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	HR/Grad School/HoS
Organisational systems capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment	Redeployment list is maintained by HR, All staff at risk are placed on the redeployment list. HR would be involved in all redundancies	Each request for bridging funding would need to be considered on an individual basis through a business case.	HR/GS

Concordat Mapping

Concordat area and issue	Current Position	Possible / proposed Action	Responsibility for Action
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 HoS where funding bodies do not allow additional costs so that provision can be made from School budgets.	RSO/Finance
Researchers offered opportunities to develop their own careers.	Staff Development opportunities, including Professional Practice in HE, available to researchers. Opportunities provided by research groups/teams. http://training.bathspa.ac.uk/personalmanagement/pmpolicy.html and http://www.bathspa.ac.uk/courses/postgraduate/professional-practice-in-higher-education.asp	Access to external courses and opportunities to be discussed as part of SDR process and funding issues discussed with HoS.	PI/HoS
Researchers have access to additional pay progression. Transparent promotion procedures	Additional Pay progression not available for all staff, so Researchers not being disadvantaged. All staff vacancies are advertised internally and researchers would be eligible to apply. Our 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.	HR/GS
Clear career frameworks for early stage researchers outlined in organisational HR strategies	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.	Review organisational HR strategies to ensure include researchers.	HR/GS
C. Support and Career Development			
Broad minded approach to researcher careers in terms of mobility across career paths, with all career paths valued equally	BSU does not have a "promotions round". All vacancies are advertised and researchers would be eligible to apply.	Professional networks and training are available e.g. through Vitae - research staff should be encouraged to join and attend	HR/GS
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 by HOSs. Review of internal opportunities to be mapped against Vitae RDF and gaps identified so that suitable opportunities can be developed and considered.	PI/HoS plus CLTD/GS/HR
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 project need training is also supported where appropriate.	Need to ensure that research staff are aware of external options e.g. Vitae training.	CLTD/GS
Access to professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline base	See above. Research staff skills and competencies should be matched at selection stage and then addressed through review and SDR as project progresses, and training offered where appropriate.	Review with Careers Service	PI/GS and CS
Possibility of offering training and placements to broaden awareness of other sectors	Research staff are given the same opportunities as academic staff in terms of access to placements and training through research centre and academic networks, where these are available.	Review with Careers service in relation to employability opportunities	PI/CS

Concordat area and issue	Current Position	Possible / proposed Action	Responsibility for Action
Clear systems that help researchers to plan their career development	Funded placements are available for RCUK post holders to undertake professional placements, but no internal support available for this.	use of existing networks where placements/training can be incorporated into then needs of the project, otherwise funding would need to be available to support extended staffing contracts or placement periods through HEQR or School funds.	PI/BSU/GS
Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.	Discussion is part of SDR meeting and policies and processes are discussed as part of induction process.	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.	HR/GS
Researchers are aware of local and national career development strategies	Promotion and reward criteria apply equally to research staff. Staff Employment handbook for all staff is published on the web. Http://ww.bathspa.ac.uk/services/hr/employee handbook.asp	Development of guidelines for the determination of the duties of research staff could include this information. Ensure that researchers are aware of local and national professional networks such as discipline associations and Vitae etc	GS/HR
Planned induction programme for researchers	Research staff have individual induction process.	Consider whether joint seminars/events for research staff would be useful	GS/Research Centres/PIs
Research managers provide effective research environments for training and development of researchers, encouraging CPD	Induction programme compulsory for all academic staff and is monitored by HR. All internal training including Professional Practice in HE available to research staff.	Research Managers need to encourage researchers to attend relevant courses - monitor activity as part of annual research audit.	GS
Articulation of skills that should be developed to support career progression	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. HR produces a Learning & Development report each year based on needs identified in SDRs. Researchers are encouraged to be fully involved in research centre activities.	how is this monitored? Can we encourage uptake or develop specific modules for research staff? Can we map current provision against the Vitae Researcher Development Framework? Funding can be an issue for external courses/training if not part of grant provision.	GS/CLTD
And encouragement of researchers to develop those skills	Is part of SDR process and completion of SDR is monitored, Role profiles are on the web and can be accessed to aid discussions of skill development.	Could this be monitored though Research Committee?	GS
Development of a specific career development strategy for researchers	Once skills needs 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.	Can this be monitored through Research Committee? Schools/Research groups to consicer whethre research fora/workshops/seminars be opened up to allow researchers more part in their management and development.	GS
Availability of mentors in providing support and guidance for CPD	This is encouraged as part of induction policy.	Schools to be consulted on a mentoring system - identify staff that have come up through PhD/postdoc into academic roles. Mentoring on website. Consider the development of mentor responsibilities and skill set	Dirs of R/GS/CLTD
Researchers should be actively encouraged to undertake CPD and its impact recorded	Should be part of SDR and normal 1:1 discussions with LM	Could be monitored through School annual audit of research activities.	Dirs of R/GS
SDR systems for researchers	In place and monitored by HR		
Preparation for academic practice i.e. teaching and administration	Research staff are eligible to join Professional Practice in HE programme and to undertake appropriate staff development courses. Teaching opportunities are also available if appropriate to role	Uptake be encouraged.	
Training when researchers are engaged in supporting learning and teaching	As above regarding teaching	Uptake be encouraged and monitored.	CLTD

Concordat Mapping

Concordat area and issue	Current Position	Possible / proposed Action	Responsibility for Action
Input to policy and practice through appropriate representation at staff meetings and through committees	Members of research centres and groups, invited to staff Research forum.	RC to consider whether this can be monitored through the School annual research audit.	Graduate School
D. Researchers Responsibilities			
Researchers should develop increased capacity for independent, honest and critical thought	Part of essential skills in job description and monitored through progression meetings and SDR. Research staff full members of Research Centres and take part in seminars. Conferences and other academic peer events.	Need to ensure that PIs are monitoring and encouraging the development of these skills through good SDR pradctices (can be reinforced in Management Development training)	Graduate School?
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.	Training in knowledge transfer and public engagement to be considered as part of PP in HE programme	CLTD/GS
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	Awareness raising and training.	PIs
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	Cover in induction arrangements, encourage professional review	PIs
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 SDR monitoring	Cover in induction arrangements, encourage professional review	PIs
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	Vitae PDP tool to be investigated and consideration made of whether training can be made available to research staff on its use and implementation	CLTD/Pis/GS
Research managers should encourage CPD	Should do this as part of SDR and progression/induction monitoring	Monitor through annual research activity audit	Dirs of R/PIs
Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.	Yes, in SDR		
Researchers encouraged to record their CPD for presentation to future employers and record via PDPs	PDP not currently a requirement of the Professional Practice programme	Vitae PDP tool to be investigated and consideration made of whether training can be made available to research staff on its use and implementation	GS/CLTD
E. Diversity and Equality			
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	University has a university-wide diversity and equality action plan. No specific schemes to address issues related to research staff as all staff and students are covered by one system.	Induction training for new Line Managers and Management Development Training will ensure that Research Managers are aware of policies and issues.	HR
Recruitment and retention of researchers from the widest pool	We don't monitor this at the moment	Compilation of staff diversity statistics to be reviewed	HR
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.	Induction training for new Line Managers and Management Development Training will ensure that Research Managers are aware of policies and issues.	HR
Ensure that working conditions for researchers provide the flexibility necessary for successful research performance	Flexible working procedures are available to all staff.	Induction training for new Line Managers and Management Development Training will ensure that Research Managers are aware of policies and issues.	HR

Concordat area and issue	Current Position	Possible / proposed Action	Responsibility for Action
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.	Induction training for new Line Managers and Management Development Training will ensure that Research Managers are aware of policies and issues. How can we assess and monitor appropriate work/life balance - do research staff need a network or forum where they can raise these issues?	HR
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 HoS 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 and ensure funding is identified to cover all contingencies	HR/GS
Transparent equal opportunity policy at recruitment and at all subsequent career stages	Equality currently being reviewed as part of Equality Act and 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.		
Diversity reflected in selection and evaluation committees	Selection committees - diversity issues considered by chair of panels . Evaluation Committees - don't have. HR and HERA analysts are responsible for job evaluation requests.		
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.	Include in Line Managers Induction	
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. http://www.bathspa.ac.uk/services/hr/for-staff/equality-and-diversity/harassment-policy.asp	Include awareness raising in Line Managers Induction and Management Development Training.	HR
Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives.	Do not currently participate in these schemes	to be considered	HR/GS
F. Implementation and Review			
Undertake annual review of progress in implementing the principles of the Concordat	Discussion with HR and Research Committee.	Formal review to include discussion with HR and approval by Research Committee.	
Use of the Careers in Research Online Survey	Not used at present time - critical mass of contract researchers too small.	Will review as numbers increase.	
Monitor equality and diversity indicators for researchers	Not done at current time	Will be considered as part of new Equality responsibilities	
Share good practice with other HEIs	Through networks such as Vitae and HR fora . Collaborate with local Universities on local and regional EO issues.	Review	