

Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: June 2014 Review

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility
<p>A. RECRUITMENT AND SELECTION</p> <p>PRINCIPLE 1 - Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</p>			
<p>Members of the research community understand researchers are chosen for their ability to advance research</p>	<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 it's research strategy at the highest level, and for selecting academic staff that can demonstrate that they are engaged in research activities.</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>Currently reviewing and upgrading recruitment training for line managers. Will ensure this makes specific reference to recruiting researchers where appropriate.</p> <p>RO working with HR on the delivery of Vitae's Every Researcher Counts Training Programme</p> <p>Discussion of individual research activities and development needs now embedded in SDR process and included in guidance documents.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/core-hr-guidance/SDR/default.asp</p> <p>All research centres required to set research targets as part of annual</p>	<p>HR - pilot being undertaken 2013/14 and will be rolling out new programme in 2014/15 across LMs</p> <p>RO: Pilot in 2014/15. To be embedded in 2015/16.</p> <p>HR and RO to review report of SDR objectives relating to BSU Research KPIs in Autumn 2014 for report to RCSC in Feb 2015.</p> <p>2014/15 targets will be</p>

		reporting process to RCSC	reviewed by RCSC in July 2015.
<i>Recruitment & selection procedures are informative, transparent and open to all qualified applicants</i>	<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>Role descriptors are available on the HR website for all levels of post.</p>	BSU is about to implement an e-learning module on unconscious bias, mandatory for all recruiting managers. This will further raise awareness of the importance of transparent, open for all recruitment practices.	HR: new module will be implemented from the start of the 2014/15 academic year
<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.	Will undertake a review of role descriptors annually to ensure they are still valid and current	HR/RO - reviewed June 2014 and ongoing
<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.	This will be reviewed annually to ensure that policy remains in line with FTC legislation	Ongoing 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 training</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 selection panels.	Mandatory training for all members of selection panels is being refreshed to be rolled out over the 2014/15 academic year.	HR: new module will be implemented from the start of the 2014/15 academic year

<i>Unsuccessful candidates should be given appropriate feedback if requested</i>	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.	Training on feedback will be reviewed as part of the refreshing of training materials.	HR: Feedback training forms part of the line manager training, as above.
<i>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</i>	<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>Working Group is has undertaken a review of equal pay which includes research staff. 2nd review now done</p> <p>http://www.bathspa.ac.uk/services/hr/hr-newslink/2011/equal-pay-review.asp</p>	<p>If amendments are made to researcher job descriptions and person specifications as a result of the annual review, any resulting changes will be considered using the HERA framework to evaluate an impact on grade.</p> <p>An Equal Pay review will be undertaken in the 2014/15 academic year, which will include researchers.</p>	<p>No changes as a result of June 2014 review - this will be reviewed annually, as above.</p> <p>HR: Equal Pay audit will be completed by December 2014. Research results to be shared with RCSC early 2015.</p>
<p>B. RECOGNITION AND VALUE</p> <p>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</p>			
<i>Value and afford equal treatment to all researchers</i>	<p>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.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/rewards-and-benefits.asp and</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/work-life-</p>	RO working with HR on the delivery of Vitae’s Every Researcher Counts Training Programme to raise awareness of research specific E&D issues/requirements.	RO: Pilot in 2014/15. To be embedded in 2015/16.

	<p>balance/wellbeing.asp</p> <p>Guidelines for the determination of duties of research staff – are now published on the web.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp</p>		
<i>In particular, the development of researchers should not be undermined by the instability of employment contracts.</i>	<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>	no further action required at this time	no action required
<i>Everyone involved should be committed to improving the stability of employment conditions for researchers</i>	<p>BSU is committed to offering equal treatment to all researchers and valuing their work.</p>	no further action required at this time	no action required
<i>Implementing and abiding by the Fixed Term Employee Regulations</i>	<p>Treat FTC staff the same as other BSU staff - regulations are adhered to and incorporated into existing policies.</p>	no further action required at this time	no action required
<i>Research managers should be required to participate in active performance management. This includes career development guidance and supervision of their teams.</i>	<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>https://thehub.bathspa.ac.uk/services/human-resources/learning-and-development/staff-development</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>RO provide access and training to</p>	<p>HR: annual review of programme takes place</p> <p>RDF pilot ongoing. To be implemented by 2015/16.</p>

		researchers on the RDF and how to use this to identify researcher development needs.	
<i>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.</i>	<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. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/induction.asp</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>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>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>RO working with HR on the delivery of Vitae's Every Researcher Counts Training Programme to raise awareness of research 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>HR are currently reviewing how to analyse and monitor staff performance on the E&D on-line module.</p>	<p>HR: annual review of programme takes place</p> <p>RO: Every Researcher Count Pilot in 2014/15. To be embedded in 2015/16.</p>
<i>Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored.</i>	<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 has been put in place for 2014/15, linked to University KPIs, which will monitor the activities of staff engaged in research.</p> <p>The University is putting new schemes in place to celebrate and reward excellent performance through showcasing research and through research prizes and awards.</p>	<p>RO: progress against targets will be reviewed by RCSC in July 2015</p> <p>1st round of prizes to take place in 2015/16</p>

<p>Organisational systems capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment</p>	<p>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.</p>	<p>Access to broader training opportunities whilst employed fixed term, broaden the opportunities for staff at the end of a particular contract.</p>	<p>Full Researcher Development Programme in place for all researchers by Sept 2015.</p>
<p>Transparent pay progression in accordance with agreed procedures.</p>	<p>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</p>	<p>no action required at this time</p>	<p>no action required at this time</p>
<p>Researchers offered opportunities to develop their own careers.</p>	<p>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</p>	<p>A researcher development programme is being implemented in line with the RDF. More general training opportunities such as developing leadership, managerial and personal effectiveness skills are available to all staff. The RO is currently working in conjunction with HR and Academic Staff Development team to create an overarching Organisation Development Policy. This will ensure that the development opportunities for Researchers are adequately represented at an organisational level.</p>	<p>Full Researcher Development Programme in place for all researchers by Sept 2015. Ongoing RO/HR: development of policy across 2014/15 academic year</p>
<p>Researchers have access to additional pay progression</p>	<p>Additional Pay progression is not available for all staff, so Researchers are not being disadvantaged. All staff vacancies are</p>	<p>no further action required</p>	<p>no action required at this time</p>

<i>with transparent promotion procedures</i>	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.		
<i>Clear career frameworks for early stage researchers outlined in organisational HR strategies</i>	<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> <p>Role profiles have been mapped against the phases of the Vitae RDF and are available on the Research webpages.</p> <p>http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/researcher-development-programme</p>	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.	RDF pilot ongoing. To be implemented by 2015/16.
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>	<p>All vacancies are advertised and researchers would be eligible to apply.</p> <p>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</p> <p>http://thehub.bathspa.ac.uk/services/research-and-graduate-</p>	Training and advice to be developed on alternative academic careers with input from Careers Office.	RO: To be developed over 2014/15 in conversation with Careers.

	affairs/research-support . <p>There is an annual promotions round for the appointment of Readers and Professors.</p>		
<i>Training, skills and competencies to carry out the funded project</i>	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.	Reviewed annually using data from SDRs, Centre reviews, and RDF Planner Reports.	As above, to be reviewed in Autumn 2014 for report to RCSC Feb 2015
<i>Development of transferable skills through embedded training - both for skills needed to undertake project and also in communication and other professional skills</i>	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.	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.	Annual report to be considered by RCSC on attendance and feedback from research staff development programme
<i>Access to professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline base</i>	See above. Research staff skills and competencies should be matched at selection stage and then addressed through review and appraisal as project progresses, and training offered	Training and advice to be developed on alternative academic careers with input from Careers Office.	RO: To be developed over 2014/15 in conversation with Careers
<i>Possibility of offering training and placements to broaden awareness of other sectors</i>	Funded placements are available for RCUK post holders to undertake professional placements, and a new internal Knowledge Exchange placement scheme is being 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.	RO currently developing links with SMEs and Industry through institutional research projects, business breakfasts, and engagement events. KE Placement Scheme.	ongoing action

<i>Clear systems that help researchers to plan their career development</i>	<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>	RO rolling out the RDF and RDF planner to help with evidencing and monitoring of career development.	ongoing action
<i>Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.</i>	<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-hr-info/guidelines-research-duties.asp</p> <p>Threshold review process will include research staff.</p>	A new schemes for rewarding excellent research staff through prizes and awards is being developed.	RO: to be implemented in the 2014/15 academic year
<i>Researchers are aware of local and national career development strategies</i>	<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/employee-handbook.asp</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>	ongoing action
<i>Planned induction programme for researchers</i>	<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>Researchers will have a 1-2-1 appointment with RO.</p> <p>An ECR programme is available annually for all staff new to research - staff are nominated by schools.</p>	ongoing action
<i>Research managers provide effective research environments for training and development of</i>	<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</p>	ongoing action

researchers, encouraging CPD		Centres and Groups and engage in their activities.	
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>Job specifications have been mapped against the Vitae RDF and can be found on the R&GA website</p> <p>http://thehub.bathspa.ac.uk/services/research-and-graduate-affairs/research-support</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 action
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 and available to all staff.</p> <p>SDRs to consider time required for development.</p>	ongoing action
Development of a specific career development strategy for researchers at all stages of their career	<p>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.</p>	<p>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.</p>	ongoing action
Availability of mentors in providing support and guidance for CPD and PD	<p>A Buddy is encouraged as part of University's induction policy.</p> <p>http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/induction.asp</p> <p>Research mentors are in place in each School to offer support on the development of research bids and publications /research outputs</p>	<p>Researcher and RDF Champions are currently being put in place to offer cross-school support and guidance</p>	ongoing action
Researchers should be	<p>Part of SDR and normal 1:1 discussions with LM, as well as included</p>	<p>Vitae RDF planner enables staff to record</p>	ongoing action

<i>actively encouraged to undertake CPD and its impact recorded</i>	in reports to funding bodies and at Research Centre meetings..	this electronically.	
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 researchers</i>	SDR systems for researchers are in place and monitored by HR	No action required	no further action required at this time
<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.	The University is considering the development of a Graduate Assistant scheme to enable PhD students to gain, and be financially rewarded for, formal teaching experience.	HR/GS: ongoing discussions on implementation of a new scheme across 2014/15 academic year
<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 and an accredited HEA programme which is open to all researchers - this is currently under review for reaccreditation by the HEA.	Submitted. Outcome: July.
<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.	Agreed by Academic Board for implementation for the start of the 2014/15 academic year.
<i>Mentoring arrangements supported by employers as a</i>	School strategy meetings with Research office have identified staff to act in mentoring roles within each School..	Mentors are invited to input into staff development workshops and to comment	ongoing action

<i>key mechanism for career development & enhancement.</i>		on draft applications	
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			
<i>Researchers should develop increased capacity for independent, honest and critical thought</i>	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.	Ethics and Integrity training is mandatory for all supervisors as part of new Research Integrity and Ethics policy and procedures, and available to researchers as part of research staff development programme.	Compulsory online training in place by Sept 2014.
<i>Researchers should develop their ability to transfer and exploit knowledge, and facilitate its use in policy making</i>	Researchers encouraged to do joint publications and conference presentations, and take part in public engagement activities.ongoing action	A KE Hub has been approved to support KE and KT activities.	KE Hub to be in place by 2014/15
<i>Researchers should conduct and disseminate research in an honest and ethical manner</i>	Line manager/mentor responsibility - Support of the PIs, adherence to professional association codes of ethics and University ethics procedures.	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.	Compulsory online training in place by Sept 2014.
<i>Researchers should be aware that the skills and achievements required to</i>	Should be part of progression and SDR system to monitor development throughout the project.	Role descriptors and promotion criteria are all available to staff, and can be used to inform these discussions.	no further action required at this time.

<i>move on from a research position may not be the same as the skills and achievements which they displayed to reach that position</i>			
<i>Researchers should recognise that their primary responsibility for managing and pursuing their career is theirs. Seek out opportunities for learning and development</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 topic in induction arrangements, and encouraging professional review.	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.	ongoing action
<i>Employers should equip research staff with tools to manage their own careers</i>	Line manager/mentor responsibility - researchers have access to CPD opportunities across the Institution.	Bath Spa subscribes to Vitae RDF planer and all researchers have access to training programmes linked to the RDF.	Pilot and training ongoing.
<i>Research managers should encourage CPD</i>	This is part of SDR meeting. Procedures are in place for raising concerns over Line Management with Senior Managers if necessary.	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.	To be reviewed in Sept 2015.
<i>Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.</i>	This is part of SDR meeting .	Annual research strategy meetings ensure that any issues can be discussed between the School and Research office.	Bi-annual review. All staff will be reminded to review the objectives set at SDR, 6 months later.

<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>Pilot and training ongoing.</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 is currently considering the new requirements of the Public Sector Equality Duty. 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>No action required</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>RO: Every Researcher Count Pilot in 2014/15. To be embedded in 2015/16.</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> <p>E&D training provided to all line managers to ensure selection from widest pool</p>	<p>RO: Every Researcher Count Pilot in 2014/15. To be embedded in 2015/16.</p>
<p>Address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately affect</p>	<p>Flexible working policies are available to all staff.</p> <p>Included in the Induction training for managers.</p>	<p>no further action required</p>	<p>no further action required at this time</p>

<i>some groups</i>			
<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 here'</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>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 action
<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	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 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	RO/HR: to investigate various schemes and report back to RCSC by November 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	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 will be set up to review the action plan in the	ongoing action

<i>principles of the Concordat</i>		run up to our 4 year review.	
<i>Use of the Careers in Research Online Survey</i>	- 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.	Annual research strategy meetings with School provide opportunities for any issues to be discussed, and contract research staff now have a member on RCSC.	To be reviewed again in June 2015
<i>Monitor equality and diversity indicators for researchers</i>	As Research staff are appointed they will be included in appropriate staff diversity statistics.	no further action required	no further action required at this time
<i>Share good practice with other HEIs</i>	Through networks such as Vitae and HR fora . Collaborate with local Universities on local and regional EO issues.	this is on-going	ongoing action.

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

