Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: 2017-2019

Concordat Principle and Framework	*Actions Identified : 2017-2019*	*Responsibility*	*Success Measures and Timescale*
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.**			
Members of the research community understand researchers are chosen for their ability to advance research	1. Line Managers will continue to be encouraged to attend training and discussions at the research leader forums will highlight the importance of the recruitment process in developing our research community.	RSO	1. Training and development to become standing agenda item at Research Leader meetings
	2. HR will be utilising the L&D function of the new HR Management system and will be able to report on attendance of such training.	HR	2. HR summary of recruitment training in 2018/19 to be made available to RKECC July 2019
	3. RKECC to continue to monitor research targets and to work with Directors of Research on supporting and	RSO	3. RKECC to monitor progress against targets each July and agreed future action plans with Schools for the next

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	developing staff in achieving success in bidding.		academic year
	4. The Enterprise strategy is currently being developed and will include targets for knowledge exchange and consultancy.	RSO	4. Enterprise targets to be agreed with schools as part of the 2018/19 planning cycle and progress monitored on an annual basis
	5. The Workload Planner (WPL) is being developed to ensure that academic staff are designated time to achieve targets set as part of the SDR and annual planning process. VP (R&E) as a member of the WPL group will continue to lobby for protected time for KE, Consultancy and Research Activities.	VP (R&E)	2. WPL tariff allocations agreed for Research, Knowledge Exchange and Enterprise by end of 2017/18 for implementation in 2018/19 academic year
Recruitment and selection procedures are informative, transparent and open to all qualified applicants	HR will be utilising the L&D function of the new HR Management system and will be able to report on attendance of such training	HR	HR summary of recruitment training in 2018/19 to be made available to RKECC July 2019
Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	RSO to discuss with HR and the Schools how we treat our researcher alumni and whether they allowed to retain their BSU affiliation and links to Research Centres at the end of their contract period to ensure they still have access to research communities.	RSO	Meeting arranged with IT and HR to explore these issues and actions put in place by July 2018.

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Recruitment and selection panels should have received relevant recent training	HR will be utilising the L&D function of the new HR Management system and will be able to report on attendance of such training	HR	HR summary of recruitment training in 2018/19 to be made available to RKECC July 2019
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	The most recent Equal Pay Review showed that there has been a reduction in the percentage of males being paid more than females across the University and the overall pay gap has decreased from 15.68% to 12.04% since 2014. This compares favourably against the HESA HE benchmark figure of 14.1%. Previous recommendations have found no unjustifiable reasons for pay gaps but the University will continue to monitor the areas. The University continues to be committed to equality of opportunity for all staff and part of this commitment is equality in the application of its pay and grading structure to ensure equal pay for work of equal value and will undertake a further Equal Pay Review in 2018	HR	HR to undertake 2018 equal pay review and to publish the outcomes of this on the website by July 2018

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B. RECOGNITION AND VALUE **PRINCIPLE 2 - Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research**			
Value and afford equal treatment to all researchers	1. ESR pathway has been designed on RDP and all ESRs have been offered mentors from our Research Leadership community. This is currently being evaluated with research leaders and training developed to support the needs of researchers from ESR through to Reader. 2. Continue to work with FTC researchers to identify their specific training needs, and develop specific workshops to facilitate their needs. 3. Continue to monitor feedback and evaluation of training, and explore the widening of options for virtual attendance of sessions for those off campus through Google Hangouts and	RSO (RDM) RSO (RDM) RSO (RDM)	1. 2017/18 new starters to be allocated mentors by end April 2018 and training to be reviewed and developed for implementation in 2018/19 academic year. 2. RDM to liaise with FTC researchers on workshops needs and explore distance learning options, Deliver one session by July 2018 and evaluate and review for 2018/19 roll-out. 3. Present evaluation paper to RKECC in July 2018, with a draft RDP plan for 2018/19.

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	Skype.		
Research managers should be required to participate in active performance management. This includes career development guidance and supervision of their teams.	The Researcher Development Officer has been working with HR to review and redesign the training and development sections of the SDR form to ensure that Line Managers are noting and auditing internal and external training and encouraging researchers to engage more with the RD programme. Building on this work, the RSO will work closely with HR and the Workload Planner (WPL) working group to identify how best research managers can be supported to discuss these issues with their staff. RDP to be developed with HR to include training of managers in career development guidance as part of performance management training.	HR/RSO	1.VP (R&E) to engage in discussions with HR and WPL group to identify training needs for Line Managers with respect to Workload Planning issues. 2.Training then to be reviewed and redeveloped for 2018/19 round of SDRs (due May 2019), informed by development of Code of Practice for the Selection of staff and outputs for REF 2021.
Research managers should be aware of, and understand, their responsibilities for the management of researchers.	1. RSO is investigating further research leadership training opportunities for 2018/19 academic year. Leadership development events offer Research Managers opportunities to reflect on their practice, and lessons learnt continue to be shared across the community.	HR/RSO	1.As above, Line Management training will need to be put in place to inform WPL discussions in June/July for the 2018/19 academic year. This will be reviewed across 2018/19 for the next cycle.

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Training should be provided, including equality and diversity training, to achieve this.	A new Equality Officer has been appointed by HR and the University is currently working towards bronze Athena Swan accreditation. The new HR system is being developed to allow monitoring of training attendance for all staff.	HR	2. HR will be able to provide data on % of starters who have completed training once the L&D function of the new HR Management system is up and running – by July 2019
Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored	Provide opportunities to ensure that the Research Leaders community enables staff to communicate and celebrate their successes, and that these are highlighted through meetings such as VCAG RL meetings will continue to take place each to provide a forum for collaboration and debate, and to highlight their activities amongst their peers.	VP (R&E)/RSO	Meeting dates set up for 2018/19 and a review of activities for 2017/18 discussed at the last meeting in May 2018 to develop and refine agenda for next academic year. 2019 PIRLS survey to demonstrate improvements in this area.
Organisational systems capable of supporting continuity of employment for researchers	Continue to review and update RDP to offer support for career development skills and for developing funding applications for all fixed term researchers.	RSO (RDM)	Increase engagement and attendance from contract researchers to 50% of staff on RDP courses by July 2019. Support 50% of current FTC staff to develop funding bids in 2018/19 academic year.

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Researchers offered opportunities to develop their own careers	As well as the 4 stage programme that has been developed with the Careers and Employability , further develop interviewing and CV writing workshops are also being delivered to ESRs and FTC researchers	RSO (RDM)	Increase engagement and attendance from contract researchers to 50% of staff on RDP courses by July 2019. Support 50% of current FTC staff to develop funding bids in 2018/19 academic year.
Clear career frameworks for early stage researchers outlined in organisational HR strategies	1. RSO is in the process of designing a 15 credit MA module in Research Development as part of the MAPPHE programme (Master in Professional Practice in HE) which is linked to HEA Senior Fellowship accreditation 2. As above, training and development is being embedded into the Staff Development Review process.	RSO (RDM) HR	1.Launch of 15 credit module in Sept 2018 2. Redesigned SDR system to be put in place by end of 2018/19 academic year and as part of the June/July 2019 SDR cycle.

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C: SUPPORT AND CAREER DEVELOPMENT **PRINCIPLE 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment**			
Broad minded approach to researcher careers in terms of mobility across career paths, with all career paths valued equally	A researcher led seed funded series has been piloted this academic year open to ESR, FTC and PhD researcher to provide funding to run their own training and development. This will be reviewed and evaluated, and additional funding secured to develop this in the next academic year. An audit is currently being undertaken of the skills and expertise of FTC researchers so that these can be shared with Research Centre leaders and potential employment and funding opportunities discussed. RSO will run a series of 'spotlight' articles on FTC individuals in its monthly newsletter.	RSO (RDM)	1. VP (R&E) to secure additional funding to support researcher development in 2018/19 academic year as part of planning cycle – agree by July 2018. 2. 4 'spotlight' articles of individual FTC staff to be included in research newsletter in 2018/19.
Training, skills and competencies to carry out the funded project *Development of transferable skills through embedded training - both for skills needed to undertake project and also in communication and other*	RSO will continue to work with academic schools and researcher centre leaders to offer bespoke training which is more discipline specific to attract greater attendance	RSO team	Will aim to deliver at least 1 discipline specific workshop to each of the 3 schools per term in 2018/19, focussing on project development and management skills – will review in July 2019 for increased delivery in 2019/20.

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professional skills			
Access to professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline base *Articulation of skills that should be developed to support career progression*	New training programme developed as Careers and Employability will be monitored and evaluated, and one-to-one sessions offered on career guidance for researchers. RSO will work with HR to develop training for Research Managers and Research centres leaders to enable them to engage in these discussions with staff they are managing and mentoring.	RDM/Careers HR/RSO	1. RDM to present evaluation paper to RKECC in July 2018, with a draft RDP plan for 2018/19. 2. Line Management training will need to be put in place to inform WPL discussions in June/July for the 2018/19 academic year. This will be reviewed across 2018/19 for the next cycle.
Possibility of offering training and placements to broaden awareness of other sectors	RSO will continue to develop links with SMEs and Industry through institutional research projects, business breakfasts, and engagement events and to tap into these across the University, led by the new Enterprise Officer. New EO will continue to explore level 8 Apprenticeships with the new University Apprenticeship Manager, and through external funding streams.	RSO (EO)	EO to draft an Enterprise Strategy for consideration by Enterprise Steering Group to agree an action plan going forward – Autumn 2018 for implementation in Spring 2019 and review in 2019/20
Clear systems that help researchers to plan their career development	Development of better communications systems for the advertising of RDP using FTC researcher forums and tag on sessions to target Research Centre and Departmental	RSO (RDM)	Monitor and increase attendance of ESR and FTC researchers on relevant career development training – 50% of

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	meetings and reach staff through those meetings.		FTC and ESR staff in 2019/20
Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated	VP (R&E) to work with Directors of Research to encourage more staff to apply for Readerships in the 2017/18 round, to encourage and support more junior colleagues. Applicant workshops to be reviewed and good practice documentation developed.	VP (R&E)	WPL system to allow dedicated time for research development by July 2018 to inform staff time allocations for 2018/18 academic year. Promotions guidance and workshops to be reviewed for 2018/19 round.
Researchers are aware of local and national career development strategies	Greater use of newsletter to highlight national resources and opportunities to research staff, and opportunities for sponsoring academic staff on national programmes to be explored (e.g. through NCCPE, Vitae, Leadership Foundation).	RSO	At least one academic per school to be sponsored on a national programme linked to research development each academic year.
Research managers provide effective research environments for training and development of researchers, encouraging CPD	RSO to continue to work with research centre leaders to develop bespoke training sessions tailored to their researchers' needs, and to provide funding to PhD students to arrange research events for their peers.	RSO (RDM)	Will aim to deliver at least 1 discipline specific workshop to each of the 3 schools per term in 2018/19, focussing on project development and management skills – will review in July

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			2019 for increased delivery in 2019/20
And encouragement of researchers to develop those career development skills *Development of a specific career development strategy for researchers at all stages of their career*	1. HEQR seed funding will continue to be available for all research staff for teaching relief, for attending research training and events, and for undertaking primary research to underpin research pilot projects and the development of research outputs. New Impact Officer to work with all research staff on how to better evidence and identify the impact of their research. 2. Promotions workshops to be enhanced and redeveloped to support career development in more experienced staff.	RSO/Schools RSO/HR	1.Monitor and increase attendance of ESR and FTC researchers on relevant career development training – 50% of FTC and ESR staff in 2019/20. 2. Promotions guidance and workshops to be reviewed for 2018/19 round.
Availability of mentors in providing support and guidance for CPD and PD	1. Develop and run new mentor/mentee training workshops to support research leaders in this area, and as agreed with Research Leader community, identify mentors for Research centre leaders where appropriate from amongst senior research staff 2. July 2018 – work with HR for a more systematic method of identifying ESR staff as part of preparations for REF 2021	RSO/HR	1. 2017/18 new starters to be allocated mentors by end April 2018 and training to be reviewed and developed for implementation in 2018/19 academic year 2. HEFCE guidance will be available Summer 2018 and will review implications for ESR staff during 1st REF Dry Run in Autumn 2018 for implementation by July 2019.

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Researchers should be actively encouraged to undertake CPD and its impact recorded	Enhancement of the SDR programme should ensure that this is discussed and mapped onto the WPL and that staff are supported and given time to engage in these activities.	VP (R&E)	1. Time allocated in WPL for CPD activities related to research – agree tariff by July 2018.
		HR/RSO	2. Development of training with HR embedded into SDR training programme and research leaders' development programme. By July 2019.
PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career			
Developmental activities include preparation for academic practice	1.A new Graduate Research Assistant scheme is being developed. This gives PhD students the opportunity to teach and engage in research activities, mentored by academic staff.	RSO and GC	1.Monitor number of GRAs recruited once scheme is launched in 2018/19 and set targets for future years. Secure RA budget in May 2018 planning round to employ GRAs to evidence Impact Case Studies in 2018//19 and 2019/20.
	2. New MA module is being developed, and all new staff are required to undertake the CPPHE which gives opportunities for the development of academic practice	RSO (RDM)	2. Launch of new MA module in Sept 2019

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Input to policy and practice through appropriate representation at staff meetings and through committees	As FTC researcher community is small, it has been difficult to engage effectively with these members of staff, but a bespoke researcher development programme is being put in place for 2017/18 to encourage them to attend more events.	RSO	More engagement with FTC researchers to attend more events across 2017/18 – 50% engagement by end of 2019/20.
Mentoring arrangements supported by employers as a key mechanism for career development and enhancement	Mentor scheme is currently being evaluated with research leaders and training developed to support the needs of researchers from ESR through to Reader.	RSO	2017/18 new starters to be allocated mentors by end April 2018 and training to be reviewed and developed for implementation in 2018/19 academic year.

D. RESEARCHERS RESPONSIBILITIES

PRINCIPLE 5 – Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning

Researchers should develop increased capacity for independent, honest and critical thought *Researchers should conduct and disseminate research in an honest*	Ethics and Integrity training and workshops will continue to be offered through 2018/19 and Ethics Working Group will work with academic community to embed ethics and integrity culture across university. The new Epigeum suite of on-line training modules will be disseminated more strongly through school departmental	RSO with Schools	50% completion of on-line training by July 2018 and 75% by July 2019

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and ethical manner	meetings and committees		
Researchers should develop their ability to transfer and exploit knowledge, and facilitate its use in policy making	RSO staff continue to work with academic schools to identify KE and consultancy opportunities and to build external relationships to broker these externally. Consultancy workshops are being offered in academic schools, tailored to discipline specific needs. Internships and level 8 apprenticeships are also being explored.	RSO (EO)	EO to draft an Enterprise Strategy for consideration by Enterprise Steering Group to agree an action plan going forward – Autumn 2018 for implementation in Spring 2019 and review in 2019/20
Employers should equip research staff with tools to manage their own careers	As above, new training has been offered to enable staff to attain these tools, and the new MA module will help them to plan their research development as part of their professional practice.	RSO (RDM)	Development of RDP to build these skills in leadership and careers and employability training, and launch of the new MA module in Sept 2018
Research managers should encourage CPD	1.RSO to continue to work with Directors of Research to identify discipline specific training targeted at individuals, to encourage attendance on relevant courses 2. WPL group to ensure that time to attend these events is	RSO (RDM) VP (R&E)	1.Will aim to deliver at least 1 discipline specific workshop to each of the 3 schools per term in 2018/19, focussing on project development and management skills – will review in July 2019 for increased delivery in 2019/20.

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	included in the WPL allocation model		2.WPL guidance published by July 18.
Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated	As above, new training has been offered to enable staff to attain these tools, and the new MA module will help them to plan their research development as part of their professional practice.	HR	HR will be able to provide data on % of staff who have completed training once the L&D function of the new HR Management system is up and running – by July 2019
Researchers encouraged to record their CPD for presentation to future employers and record via PDPs	SDR updates should help with this process and the new MA module and seed fund opportunities will enable researchers to put together a portfolio of activities to take to new employers	RSO (RDM)	Launch of new MA module – Sept 2018
E: DIVERSITY AND EQUALITY **PRINCIPLE 6 – Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers**			
Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives	1.The University is working towards Athena Swan bronze accreditation. A working group has been set up and progress towards accreditation is ongoing. 2.The actions for Athena Swan will be reviewed by HR Excellence in Research Group and incorporated into the	HR VP (R&E)	1.Athena Swan submission planned for July 2018 2.HR Excellence in Research Group to review October 2018

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	2018/19 annual 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

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Undertake annual review of progress in implementing the principles of the Concordat	1.Research Leader community will consider and review the PIRLS action plan on a regular basis. This will be incorporated into the annual review of the Concordat Action plan by the HE Excellence in Research group. 2.Aim to increase engagement with PIRLS 2019 from amongst this community.	VP (R&E)	1.HR Excellence in Research Working Group will continue to meet to review action plans on an annual basis and identify enhancements and improvements 2. Target of 60% completion of PIRLS survey from Research Leader community for 2019
Use of the Careers in Research Online Survey	RSO will continue to meet with contract researchers as individuals and as a group, and encourage them to attend training and development events, and to engage in research centre and cross university activities until critical mass of Research only staff is reached to enable us to participate in CROS effectively. We will also review whether CROS should be extended to	RSO VP (R&E)	1.Aim to increase Research only population of staff in line with 2020 Research Strategy targets 2.RKECC to consider widening CROS respondent group fir participation in

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	the ESR community		2019 survey

Glossary of Terms

ARMA	Association of Research Managers and Administrators
CS	Careers Service
CLTD	Centre for Learning and Teaching Development
DoR	Directors of Research
DoS	Deans of School
ESR	Early Stage Researcher
FTC	Fixed Term Contract
EO	Enterprise Officer
HR	Human Resources Department
PIs	Principal Investigator(s)
RCSC	Research, Consultancy and Scholarship Committee (renamed RKECC in July 2015)
RDM	Research Development Manager
RSO	Research Support Office
RDP	Researcher Development Programme
RKECC	Research, Knowledge Exchange and Consultancy Committee (previously RCSC)
RL	Research Leader
SD Forum	Staff Development Forum
SDR	Staff Development and Review
SWRHEEN	South West Region Higher Education Equality Network
VP (R&E)	Vice-Provost (Research & Enterprise)
WPL	Workload Planner