

Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: 2020-2022

Concordat Principle and Framework	Actions identified for 2020-2022	Success Measure and timescale	Responsibility
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	<p>1. Gap Analysis and Action Plan development for the new Concordat - refocus on original principles and what expectations are of this research leadership community, as well as how best we can support them</p> <p>2. Research Centres will be required to report every 6 months on activities to new REC.</p> <p>Termly strategy meetings with new HoS to discuss priorities and training needs have been set up.</p> <p>3. Enterprise targets to be agreed with schools as part of the 2020/21 planning cycle and progress monitored on an annual basis - support has been identified through the new PVC External and also through the Palace Yard Mews (PYM) innovation hub to deliver these activities.</p> <p>4. Promotion pathway for Creative Enterprise & Innovation Readers and Professors has been agreed for launch in January 2020.</p> <p>5. Work continues with the Workload Planner (WLP) pilot and will include designated time allocations for research leadership and management, and will be piloted across 3 of the new academic schools.</p>	<p>1. Agreement by Senior Leadership to principles of new Concordat and sign up by Bath Spa University by March 2020</p> <p>New Action Plan developed by June 2020</p> <p>2. New process agreed at Research & Enterprise Committee and put in place for first review to take place in Feb 2020.</p> <p>Researcher Development Programme reviewed and revised RDP put in place for 2020/21 by August 2020.</p> <p>3. New Enterprise Strategy in place with School targets by May 2020. Launch of PYM April 2020.</p> <p>4. Minimum of 2 applications submitted for CE&I Readers and 2 CE&I Professors in March 2020</p> <p>5. WLP pilot successfully launched by April 2020, evaluated in Sept 2020 and rolled out across University for 2020/21.</p>	<p>1. Pro-Vice Chancellor (Research & Enterprise) PVCRE</p> <p>HR Excellence Working Group (HREWG)</p> <p>2. Head of Research Support Office (HRS)</p> <p>Researcher Development Manager (RDM) with Heads of School (HoS)</p> <p>3. PVCRE and PVC (External)</p> <p>4. PVCRE</p> <p>5. PVC (Planning & Resources)</p>
Recruitment and selection procedures are informative, transparent and open to all qualified applicants	<p>One of HR's priorities in year 19/20 and beyond is to review its recruitment process and all documentation, including training, guidance documents and job adverts. Within this review, consideration and collaboration with the Research Support Office will be given to allow their input into how this be fit for purpose with regards to Researchers.</p>	<p>Progress report submitted to HREWG at each meeting – review Jan 2020 and twice in 2020/21.</p> <p>Develop recruitment policy in line with Wellcome Trust and DORA requirements for open research and the use of metrics</p>	<p>Human Resources department</p> <p>RSO and HR</p>
Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	<p>1. Checklist has been developed at bid stage to flag up issues of staffing and potential redundancy so that issues of employment continuity can be addressed at an early stage. There will be an evaluation of this at the end of 2019/20.</p>	<p>1. Checklists prepared for all new research bids from Nov 2019 and reviewed by HR. Research Support Office undertake annual review of process for discussion at HREWG and identification of any mitigating actions. Evaluation and review - July 2020</p>	<p>RSO and HR</p> <p>RSO and HREWG</p>

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	2.RF at end of fixed-term contracts continue to be offered option of retaining link with Bath Spa through Visiting Research Fellow scheme and supported with bid development	2.Review number and impact of Visiting RF scheme in July 2020 and July 2021 - at least two RFs supported successful to submit grant application.	RSO
Recruitment and selection panels should have received relevant recent training	HR run recruitment training regularly throughout the year. It is still insisted upon that the chair of any recruitment panel has had the training. As above, the training is going to be refreshed in 19/20. With our new HR system we will be adding the L&D function in the near future, this will allow better reporting facilities in order for us to provide statistics on training.	Progress report submitted to HREWG at each meeting – review Jan 2020 and twice in 2020/21	HR
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	HR - ongoing review - https://www.bathspa.ac.uk/work-at-bath-spa/equality-and-diversity/gender-pay-gap-2018/	2020/21 equal pay review to take place and positive actions will be identified to support this agenda. Gender pay gap report for 2020 reduces both the mean and median bonus pay gaps to 0%	HR
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.A Review of the RDP is underway and will include training for the development of research leaders and mentors. 2.Given the small numbers of Research Only (RF) staff, we re-offer the opportunity for bespoke training opportunities and support mechanisms to each cohort each year. While some previous years chose to focus their engagement with the wider open RDP, the 2019-20 cohort asked for bespoke sessions. Review of this session (May 2020) and associated support will be used to enhance engagement. Moreover, RO staff are targeted with RDP opportunities and encouraged to attend sessions. RO staff have a representative in REC where training needs are discussed. 3.HR is reviewing bandings for professorial staff and promotion routes. 4.Workload allocations for staff with research responsibilities are being discussed, and WLP allocations agreed for research leadership and management roles.	1. Researcher Development Programme reviewed and revised RDP put in place for 2020/21 by June 2020. This will address the responsibilities of researcher managers as set out in the revised Concordat. Mentor programme has been reviewed and re-launched – uptake and success of programme will be evaluated by HREWG twice/year. 2.RDM meets regularly with RO staff and discusses their training needs. RDM will review attendance at training sessions and report uptake to HREWG to ensure that attendance statistics are maintained 75% and above. 3.Professorial banding to be agreed with the Union and put in place for 2020/21 academic year. 4.Time allocations for research leaders approved by HoS and piloted for roll out across university in WLP tool from start of 20/21.	1.RDM with HR RDM and HREWG 2.RDM and HREWG 3.HR 4.PVC (Resources) and PVCRE

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Research managers should be required to participate in active performance management. This includes career development guidance and supervision of their teams.	<p>1.Reviewing the university's staff development review (SDR) is still something the HR department wish to do and is very much on the list of priorities. During this review, consideration will be given to how it meets the needs of our researcher community.</p> <p>2.Work continues with the WLP pilot and will include designated time allocations for research leadership and management, and will be piloted across 3 of the new academic schools.</p> <p>3.RDM engages with all researcher leaders (in particular through the termly Research Leaders Meetings) and disseminates programme and opportunities available for discussion with research staff. RDP is also discussed with HoS and RL at termly meetings.</p> <p>Ongoing discussions with HR on how we can work together on leadership issues and training and RDM has been collaborating with HR on Line Managers Forum training and development sessions.</p> <p>Action plan will address how we support this for research manager responsibilities.</p>	<p>1.Career Development guidance and SDR training to be made available to all research leaders by June 2021 and uptake monitored by HREWG.</p> <p>2.Target of 60% completion by end of 2020/21 and 100% by end of 2021/22.</p> <p>3.New Action plan for revised Concordat approved and in place by June 2020 and evaluated on an annual basis in preparation for 10 year review in 2022.</p>	<p>1.RDM with HR</p> <p>2. RDM with HR</p> <p>3. HREWG</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>1.Research leadership training to be reviewed and discussed with HR as part of gap analysis and action plan for new Concordat.</p> <p>2.E&D training has been provided for all UoA Leaders and all senior research staff engaged in selection of outputs for REF 2021. The REF Equality and Diversity working group will be reviewing the Equality Impact Assessments arising out of REF 2021 and will develop an action plan for the Equality and Diversity Steering Group (EDSG) of the university to ensure that this work continues to be developed post-REF.</p>	<p>1.New Action plan for revised Concordat approved and in place by June 2020.</p> <p>Revised RDP developed for launch in 2020/21 to address research managers training needs.</p> <p>2.Equality & Diversity Steering Group – July 2021</p>	<p>1.PVCRE</p> <p>RDM with HR</p> <p>2. EDSG</p>
Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored	<p>1.Research leadership training to be reviewed and discussed with RL as part of gap analysis and action plan for new Concordat.</p> <p>2.RL meetings, Research Festival and Professoriate will continue on an ongoing basis each academic year.</p> <p>3. Research Matters agenda taken forward and launched, with regular refreshing and developments.</p>	<p>1.New Action plan for revised Concordat approved and in place by June 2020.</p> <p>Revised RDP developed for launch in 2020/21 to address research managers training needs.</p> <p>2.Ongoing commitment to Research Leaders meetings each term and for annual research conference.</p> <p>3.Suite of Research Matters materials launched Spring 2020 with pod casts linked to REF Impact Case Studies published on web by Nov 2020. Materials refreshed for 2021/22.</p>	<p>1.PVCRE</p> <p>RDM with HR</p> <p>2.PVCRE</p> <p>2.HRSO with Marketing and External Affairs.</p>

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	4.Undertake PIRLS survey in 2021.	4.Target of 60% completion rate for PIRLS 2021.	4.PVCRE
Organisational systems capable of supporting continuity of employment for researchers	<p>1.Business case redevelopment and checklist to flag up employment issues at early stage</p> <p>2.ESRs and RO staff to be supported in the development of bids towards end of existing contracts and awards and afterwards with Visiting Researcher Fellowships where appropriate..</p>	<p>1.Checklists in place for all new grants with HR sign off of any staffing resource. HR involvements in kick-off meetings for new awards to facilitate smooth business case planning. review with HR Business Partners - July 2020</p> <p>2.Support 50% of current FTC staff to develop funding bids in 2019/20 and 20/21 academic year.</p> <p>50% of RFs at end of contract offers VRF status in 20/21 and 21/22.</p>	<p>1.RSO with HR</p> <p>2.RSO</p> <p>PVCRE</p>
Researchers offered opportunities to develop their own careers	<p>1.Training opportunities continue to be developed for ESRs, RO and PhD.</p> <p>2.Encourage ESR/RO community to complete accredited masters modules co-led with Teaching and Learning Team.</p> <p>3.Maintain funding to offer opportunities for PhDs and ESRs to lead their own training workshops funded by the RSO and co-led with RDM.</p> <p>4.Maintain RA opportunities for PhD and ALs through REF2021 development programmes.</p>	<p>1.Revised RDP developed for launch in 2020/21 to address ESR and RO staff training needs</p> <p>2.Develop RO pathway into Masters modules as part of research development training required by new Concordat – launch at start of 20/21</p> <p>3.Budget for training workshops maintained within the 20/21 and 21/22 budget planning rounds</p> <p>4.Recruit 10 RAs to support impact case study evidencing and e-portfolio development by March 2020 and retain contracts until Autumn 2020 in the run up to REF submission</p>	<p>1.RDM</p> <p>2.RDM with LT team</p> <p>3.PVCRE</p> <p>4.HRSO</p>
Clear career frameworks for early stage researchers outlined in organisational HR strategies	<p>1.New cohort of 10 enrolled for 2020/21 'MA in Researcher Development' module.</p> <p>2.Discussions on going with HR over re-launch of SDR as previously mentioned.</p> <p>3.Exploration of academic apprenticeship with research pathway with External Affairs unit.</p>	<p>1.Ongoing enrolment of ESR and RSO staff on the MA module</p> <p>2.Launch of new training programme to support staff in undertaking SDRs across the University by June 2021.</p> <p>3.Decision on whether to progress with Apprenticeship route by July 2021.</p>	<p>1.RDM</p> <p>2.HR</p> <p>3.PVCRE</p>

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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	'Research Matters' agenda to include material relating to RO staff and their projects to showcase their research across University	Posters of research projects produces by Dec 2020 Podcasts to include material from RO staff – launched by June 2020 Ongoing development of Research Matters over 2020/21 to include web stories, blogs and research related content	RSO with Marketing Dept RSO with Marketing Dept RSO with Marketing Dept
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	1. Line Management training will need to be put in place to inform WLP discussions across 2020/21 academic year. 2. New training programme to include sessions on career development guidance and mentoring and linked into action plan for the new Concordat. 3. Development of UKCGE workshops targeted at PGR and RFs.	1. Implementation of WLP pilot by July 2020 and across university in 2020/21 2. RDM to continue to discuss leadership training programme with HR and aim to launch workshops for 20/21. Development of new Action Plan will include review of RDP to include training for research managers. 3. Pilot workshop - April 2020 followed by two additional workshops in 2020/21	1. PVC (planning & Resources) 1. RDM with HR PVCRE 3. RSO and Graduate College
Possibility of offering training and placements to broaden awareness of other sectors	New PVC External is drafting an Enterprise Strategy for consideration by Enterprise Steering Group to agree an action plan going forward – Spring 2020 for implementation in 2020/21 Development of The Studio at Palace Yard Mews as location for business liaison and interaction	Enterprise Strategy to explore options for internships and placements for academic and research staff for launch in 2020/21 PYM Launch March 2020 and development of strategy by July 2020 for implementation in 2020/21	PVC (External) and PVCRE
Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated	WLP system to allow dedicated time for research development to inform staff time allocations for 2020/21 academic year.	WLP allocations to be rolled out across all academic schools in 2020/21 and to include allocations for research development, as well as leadership and development New Concordat action plan to provide protected time for RO staff to undertake development – by July 2020	PVC Resources PVCRE
Availability of mentors in providing support and guidance for CPD and PD	Mentor scheme has been reviewed and redeveloped and rolled out across all ESR staff, who have the opportunity to request a mentor with experience suited to their needs. The success of the scheme will continue to be evaluated on an annual basis.	Annual review of mentor scheme by REC – July 2020, July 2021	RDM and PVCRE

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Researchers should be actively encouraged to undertake CPD and its impact recorded	Time allocated in WLP for CPD activities related to research - this will be piloted in 4 schools this academic year and rolled out across the university in 2020/21	WLP allocations to be rolled out across all academic schools in 2020/21 and to include allocations for research development, as well as leadership and development	PVC (Planning and Resources)
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	<p>1.Encourage ESR/RF community to complete accredited masters modules co-led with Teaching and Learning Team.</p> <p>2.Maintain funding to offer opportunities for PhDs and ESRs to lead their own training workshops funded by the RSO and co-led with RDM.</p> <p>3.Maintain RA opportunities for PhD and ALs through REF2021 Research Assistance development programmes.</p>	<p>1.Develop RF pathway into Masters modules as part of research development training required by new Concordat – launch at start of 20/21</p> <p>2.Budget for training workshops maintained within the 20/21 and 21/22 budget planning rounds</p> <p>3.Recruit 10 RAs to support impact case study evidencing and e-portfolio development by March 2020 and retain contracts until Autumn 2020 in the run up to REF submission</p>	<p>1.RDM with LT team</p> <p>2.PVCRE</p> <p>3.HRSO</p>
Mentoring arrangements supported by employers as a key mechanism for career development and enhancement	Mentor scheme has been reviewed and redeveloped and rolled out across all ESR staff. Success of scheme will be evaluated on an annual basis.	Annual review of mentor scheme by REC – July 2020 and July 2021	RDM and PVCRE
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 and ethical manner	<p>1.RSO will continue to monitor compliance for requirement to complete on-line ethics training</p> <p>2.Success of new Internal Ethics Review College and new procedures to be reviewed annually as part of annual compliance statement for the Concordat to Support Research Integrity.</p> <p>3.Academic misconduct policy reviewed and put in place for 20/21 academic year</p>	<p>1.80% compliance by June 2020 and 100% compliance by end of 2020/21</p> <p>2.New system rolled out successful and database of ethical approvals set up and maintained by RSO for all new academic schools by July 2020.</p> <p>3.Revised document approved by Academic Board July 2020 for implementation in 2020/21</p>	<p>1.PVCRE</p> <p>2.RSO</p> <p>3.RSO</p>

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Researchers should develop their ability to transfer and exploit knowledge, and facilitate its use in policy making	1.New PVC External is drafting an Enterprise Strategy for consideration by Enterprise Steering Group to agree an action plan going forward – Spring 2020 for implementation in 2020/21 2.Consultancy policy to be revised and refreshed	1.Enterprise Strategy to explore options for internships and placements for academic and research staff for launch in 2020/21 2.Revised document approved by Academic Board July 2020 for implementation in 2020/21	1.PVC (External) 2.RSO with HR
Research managers should encourage CPD	VCAG to commit to the provision of 10 days research staff development for all research only staff across the university	New Concordat action plan to provide protected time for RO staff to undertake development – by July 2020 Time allocation to be embedded in WLP tariffs for 20/21	PVCRE PVC (Planning and resources)
Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated	1.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. 2.SDR system reviewed and relaunched as mentioned previously.	1.HREWG to review progress against training in Jan 2020 and in July 2020 and bi-annually from 2020/21 2.New SDR system and training in place for 2021/22	1.PVCRE 2.HR
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	Athena Swan submission planned for 2020/21	Application submitted by July 2021	HR
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	1.HR Excellence in Research Working Group will continue to meet to review action plans on a bi-annual basis and identify enhancements and improvements 2.University to take part in 2021 PIRLS survey	1.Meetings scheduled on an on-going basis, twice per year HREWG agree Action Plan for new Concordat by July 2020 2.Participation in PIRLS in 2021 and action plan developed to address issues raised by Dec 2021	1.PVCRE PVCRE 2.PVCRE
Use of the Careers in Research Online Survey	Aim to increase Research only population of staff in line with 2030 Research Strategy targets	RO population to be agreed as part of 2030 Key performance Indicator target setting for research – by July 2020 Target monitored on an annual basis by REC as part of review of KPIs	PVCRE PVCRE

Glossary of Terms

ARMA	Association of Research Managers and Administrators
CS	Careers Service
CLTD	Centre for Learning and Teaching Development
HoS	Heads of School
HRSO	Head of Research Support Office
ESR	Early Stage Researcher
RO	Research Only Staff
HR	Human Resources Department
HREWG	HR Excellence Working Group
PIs	Principal Investigator(s)
PVCRE	Pro-Vice Chancellor (Research & Enterprise)
REC	Research and Ethics Committee
RDM	Research Development Manager
RSO	Research Support Office
RDP	Researcher Development Programme
RL	Research Leader
SD Forum	Staff Development Forum
SDR	Staff Development and Review
WLP	Workload Planning Tool