

Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>
<p>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.</p>			
<p><i>Members of the research community understand researchers are chosen for their ability to advance research</i></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 its research strategy at the highest level, and for selecting academic staff that can demonstrate that they are engaged in research activities.</p>	<p>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 all academic and research posts.</p>	<p>Immediate. Heads of School (HoS) and Human Resources Department (HR)</p>

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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. http://www.bathspa.ac.uk/services/hr/for-managers/recruitment/recruitment-guidelines.asp	Ensure that PIs work with their HR Advisor when recruiting any staff and that new PIs have an induction programme set up for them which includes recruitment and selection. Potential PIs should be briefed about recruitment and selection processes at bid stage when research posts are being considered.	Immediate. HR, PIs and Research Support Office (RSO)
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 job descriptions, person specification and advertisements using role profiles or grade descriptors. HoS/PIs would work with their HR Advisor when recruiting any staff.	HR to be involved at an early stage where job descriptions and person specifications are required in grant applications to ensure that they are aligned with role profiles in HERA researcher job families.	Immediate HR, RSO and PIs
Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	Current policy is in line with FTC legislation.	No action required.	
Recruitment and progression panels should reflect diversity as well as a range of experience and expertise	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.	

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Recruitment & selections panels should have received relevant recent training	Chairs of selection panels are either the VC or his 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.	No action required.	
Unsuccessful candidates should be given appropriate feedback if requested	The 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 if required and coaching would be given to new Chairs/Pis by HR	Immediate. HR and Pis
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 using HERA and the researcher job family job description . HoS/Pis work with HR on appropriate job descriptions and adverts. The job descriptions available on our website 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.	Immediate HR, Pis and RSO
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	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 terms and conditions need to be published on the web. Guidelines for the determination of the duties of research staff to be developed and published	For 2011/12 academic year HR and Head of Graduate Studies and Research Management (HGS)

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		alongside guidelines for other job families.	
<i>In particular, the development of researchers should not be undermined by the instability of employment contracts.</i>	Researchers are afforded the same opportunities irrespective of their type of contract.	No action required.	
<i>Everyone involved should be committed to improving the stability of employment conditions for researchers</i>	BSU is committed to offering equal treatment to all researchers and valuing their work.	No action required.	
<i>Implementing and abiding by the Fixed Term Employee Regulations</i>	Treat FTC staff the same as other BSU staff - regulations are adhered to and incorporated into existing policies.	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>	All research managers are part of the SDR process where their own performance is monitored, and training is offered to staff and line managers. http://www.bathspa.ac.uk/services/hr/for-staff/core-hr-guidance/SDR/default.asp	No action required.	
<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>	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 Line Management induction training is also offered by HR to ensure that all Line Managers are coached and trained in LM responsibilities.	No action required.	

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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.	By start of the 2011/12 academic year. HR/HGS/HoS
Organisational systems capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment	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.	Each request for bridging funding would need to be considered on an individual basis through a business case.	Immediate HR/HGS/HoS
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.	Immediate RSO/HoS/Finance
Researchers offered opportunities to develop their own careers.	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	Access to external courses and opportunities to be discussed as part of SDR process and funding issues discussed with HoS.	Immediate PI/HoS
Researchers have access to additional pay progression with transparent promotion procedures	Additional Pay progression is not available for all staff, so Researchers are not being disadvantaged. All staff vacancies are advertised internally and researchers would be eligible to apply. Our current redeployment policy means that staff whose roles are at risk are considered for any vacancy at the	Threshold review policy to be reviewed to include researchers through business case procedure.	By end of 2011/12 academic year. HR/HGS/HoS

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	same grade prior to advertisement.		
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. http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/grade-descriptors.asp	Review organisational strategies to ensure include researchers.	By end of 2011/12 academic year. HR/HGS
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	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	Immediate HGS/PIs
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 training for project specific needs is also supported where appropriate.	Need to ensure that research staff are aware of external options e.g. Vitae training.	Immediate PI/GS/CLTD
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 for by HoS. Review of internal opportunities to be mapped against Vitae RDF and gaps identified so that suitable opportunities can be developed and considered.	By end of 2011/12 academic year PI/HoS plus GS/HR and Centre for Learning and Teaching Development (CLTD)

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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 appraisal as project progresses, and training offered	Review with Careers Service	By end of 2011/12 academic year HR/HGS/Careers Service (CS)
Possibility of offering training and placements to broaden awareness of other sectors	Funded placements are available for RCUK post holders to undertake professional placements, but no internal support available for this. 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.	Review with Careers Service in relation to employability opportunities. Review funding to support placements and training.	By end of 2011/12 academic year HR/HGS/CS HGS/Business Support Unit (BSU)
Clear systems that help researchers to plan their career development	This is an integral part of the annual SDR process. Line managers and researchers are responsible for discussions about career development.	No action required.	
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 a SDR meeting. BUS recruitment and reward packages are available on HR webpages.	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.	By end of 2011/12 academic year HR/HGS
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://www.bathspa.ac.uk/services/hr/employee_handbook.asp	Development of guidelines for the determination of the duties of research staff. Ensure that researchers are aware of local and national professional networks.	By end of 2011/12 academic year. HR/HGS

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Planned induction programme for researchers	Induction programme compulsory for all academic staff and is monitored by HR.	No action required.	
Research managers provide effective research environments for training and development of researchers, encouraging CPD	Research staff have individual induction process in line with University procedures and CPD is part of on-going monitoring process.	Research Managers need to encourage researchers to attend relevant courses - monitor activity as part of annual research audit. Consider whether joint seminars/events for new research staff would be useful.	By end of 2011/12 academic year GS/Research Centres/Pis
Articulation of skills that should be developed to support career progression	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.	No action required.	
And encouragement of researchers to develop those skills	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	Map current provision against the Vitae Researcher Development Framework and identify funding opportunities.	By end of 2011/12 academic year. HGS/HR/CLTD
Development of a specific career development strategy for researchers at all stages of their career	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.	Schools to consider encouraging researchers to gain experience in the planning and management of research fora/ workshops/seminars	By end of 2011/12 academic year Pis/HoS/DoR

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Availability of mentors in providing support and guidance for CPD and PD	A Buddy is encouraged as part of University's induction policy. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/induction.asp	Schools to be consulted on a mentoring system - identify staff that have come up through PhD/postdoc into academic roles. HR and DGS to consider the development of mentor responsibilities and skill set.	By end of 2011/12 academic year DGS/HoS/DoR DGS/HR
Researchers should be actively encouraged to undertake CPD and its impact recorded	Part of SDR and normal 1:1 discussions with LM, as well as included in reports to funding bodies and at Research Centre meetings.	Research Committee to consider monitoring activities and impact through School annual audit of research activities.	DGS/DoR
PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career			
Transparent and regular appraisal systems for researchers	SDR systems for researchers are in place and monitored by HR	No action required	
Developmental activities include preparation for academic practice	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.	No action required	
Training when researchers are engaged in supporting learning and teaching	Professional Practice in HE open to research staff which includes training and support for teaching related activities.	No action required	

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Input to policy and practice through appropriate representation at staff meetings and through committees	Research staff are members of research centres and groups, and are invited to University-wide staff Research fora. An interactive on-line research forum is also being developed for the use of the academic and research staff community.	Critical mass small at current time – formal representation to be reviewed as contracted researcher community grows.	On-going HGS/DoR
Mentoring arrangements supported by employers as a key mechanism for career development & enhancement.	Only informal arrangements exist at present time.	Formal mentoring scheme to be considered by HR and HGS	End of 2011/12 academic year HR/HGS/HoS
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	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.	No action required	
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.	Development of training in knowledge transfer and public engagement to be discussed with CLTD	By end of 2011/2012 academic year HGS/CLTD
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.	Development of guidelines for the determination of the duties of research staff should include this information.	By end of 2011/12 academic year. HR/DGS

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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.	No action required	
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 appraisal monitoring by covering this topic in induction arrangements, and encouraging professional review.	No action required	
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.	Discuss with CLTD whether PDPs can be put in place for research staff	By end of 2011/12 academic year. HGS/CLTD
Research managers should encourage CPD	This is part of SDR meeting. Procedures are in place for raising concerns over Line Management with Senior Managers if necessary.	No action required	
Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.	This is part of SDR meeting .	No action required	
Researchers encouraged to record their CPD for presentation to future employers and record via PDPs	CPD activities are reviewed as part of annual SDR.	Discuss with CLTD how to support researchers to use the Vitae Professional Development Planner in support of the RDF	By end of 2011/12 academic year. HGS/CLTD

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E: DIVERSITY AND EQUALITY			
PRINCIPLE 6 – Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers			
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	BSU has a university-wide Equal 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.	No action required	
Recruitment and retention of researchers from the widest pool	Not monitored at the moment. As research staff are recruited they will be included in current processes.	No action required	
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. Included in the Induction training for managers.	No action required	
Ensure that working conditions for researchers provide the flexibility necessary for successful research performance	Flexible working procedures are available to all staff Included in the Induction training for managers.	No action required	
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 Included in the Induction training for managers.	No action required	

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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. Is funding available to cover all contingencies?	Immediate HR/RSO
Transparent equal opportunity policy at recruitment and at all subsequent career stages	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.	No action required	
Diversity reflected in selection and evaluation committees	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 action required	
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. Included in line Managers Induction.	No action	
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 action	
Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives	University does not currently participate in these schemes.	DGS and HR to investigate and consider options	By end of 2011/12 academic year HR/DGS

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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	Gap analysis and Action Plan discussed with HR and agreed at Research Committee.	Formal review to include discussion with HR and approval by Research Committee.	Review process to commence at start of 2011/12 academic year DGS
Use of the Careers in Research Online Survey	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.	Will review as numbers increase.	On-going DGS
Monitor equality and diversity indicators for researchers	As Research staff are appointed they will be included in appropriate staff diversity statistics.	No action	
Share good practice with other HEIs	Through networks such as Vitae and HR fora . Collaborate with local Universities on local and regional EO issues.	On-going review	On-going DGS/HR

Glossary of Terms

BSU Business Support Unit

CS Careers Service

CLTD Centre for Learning and Teaching Development

DoR Directors of Research

GS Graduate School

HGS Head of Graduate School and Research Management

HoS Heads of School

HR Human Resources Department

PIs Principal Investigator(s)

RSO Research Support Office