

Concordat to Support the Career Development of Research Staff

Mapping of UCLan's Audit Action Plan (2013) against Concordat key principles - **ACTION PLANNING 2013-2015 - Action points highlighted**

	Concordat area and issue	Current Position	Proposed Action	Responsibility for Action	Timescale
	<b>A. Recruitment and Selection</b>				
A1	Members of the research community understand researchers are chosen for their ability to advance research.	UCLan has clear advertisement and recruitment processes to defined job specifications that are position relevant. These are available on the Intranet and widely understood by staff. All selections/shortlistings/appointments are done on this basis.	Maintain current position	HR and Recruitment Managers	On-going with review as appropriate
A2	Recruitment and selection processes are informative, transparent and open to all qualified applicants	Guidance provided to applicants specifies the process for shortlisting, interviewing and appointment and is clear and transparent. Any queries can be directed to HR for response	Maintain current position	HR and Recruitment Managers	On-going with review as appropriate
A3	Person and vacancy specs must clearly identify the skills for the post, and these must be relevant to the role	Person specification clearly articulate where skills and/or qualifications are essential or desirable, and how these will be tested - Application, Interview or Test.	Maintain current position	HR and Recruitment Managers	On-going with review as appropriate
A4	Recruitment and progression panels should reflect diversity as well as a range of experience and expertise. Recruitment & selections panels should have received relevant recent training. Unsuccessful candidates should be	All staff on recruitment panels must have undergone appropriate training prior to interviewing. Panels are constructed ensuring a balance of gender and experience relevant to the post being interviewed. All members of interview panels submit their written notes (if taken) to the Chair for feedback to candidates. Feedback is offered but not enforced and only given where the candidate prefers it.	Maintain current position	HR and Recruitment Managers	On-going with review as appropriate
A5	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	All job descriptions are assessed using the HERA (Higher Education Role Analysis) system and graded accordingly.	Maintain current position	HR / All	On-going with review as appropriate

	<b>B. Recognition and Value</b>				
B1	Value and afford equal treatment to all researchers. In particular, the development of researchers should not be undermined by the instability of employment contracts.	UCLan follows national legislation in regard of all contracts, fixed term and full time. Staff have all the same access to development and training opportunities, E& D issues and appraisal systems. No distinction is drawn between contract types other than end date.	Maintain current position	HR/All	On-going with review as appropriate
B2	Everyone involved should be committed to improving the stability of employment conditions for researchers. Implementing and abiding by the Fixed Term Employee Regulations	As above for B1	Maintain current position	HR/All	On-going with review as appropriate
B3	Research managers participating in active performance management. This includes career development guidance and supervision	Research managers undertake researcher appraisals and have access to the full suite of Research related training provided by the Research and Innovation office via the internal Trent training Database and regular circulars from relevant staff	Maintain current position	HR/All	On-going with review as appropriate
B3	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. Consideration given to how research managers' performance in these areas is developed, assessed and rewarded.	A suite of management training support programmes is made available to Deans and senior members of staff with responsibility for management, including the University's mandatory Equality and Diversity Programme for managers which is provided with on-line access. Additionally, a one day Managers Workshop is being finalised in which E&D in addition to a range of other anticipated managerial activities is covered. A mandatory diversity in the workplace online programme is available for all staff	Maintain current position	HR/All Training providers	On-going with review as appropriate
B4	Organisational systems capable of supporting continuity of employment for researchers	The University offers redeployment to staff who have been in contract for the requisite period, with a dedicated redeployment website and priority access for those at risk of redeployment.	Maintain current position	HR	On-going with review as appropriate
B5	Transparent pay progression in accordance with agreed procedures.	The University operates according to the National Pay Spine as per the rest of the HEI sector.	Maintain current position	HR	On-going with review as appropriate
B6	Researchers offered opportunities to develop their own careers.	A range of training is available within UCLan from early to eminent career researcher, that enables progressive skill acquisition. Mentorship from experienced researchers is available on request also. UCLan also runs a scheme of competitive sabbaticals for which researchers can apply.	Maintain current position and additionally, consider the expansion of the Grad Cert in Career Skills to include Staff as well as Doctoral Research Students	HR/Research Development Manager	Jun-14
B6	Researchers have access to additional pay progression. Transparent promotion procedures	The University operates according to the National Pay Spine as per the rest of the HEI sector. All posts are advertised and all promotional opportunities processed via the normal recruitment and selection procedures.	Maintain current position	HR	On-going with review as appropriate

B6	Clear career frameworks for early stage researchers outlined in organisational HR strategies	UCLan's HR strategy makes clear within its objectives its commitment to providing staff with a diverse range of staff development to ensure UCLan remains a sustainable and high performing institution through effective organisational development and resource allocation. This is supported by the research specific training which is connected to each stage of the researcher's developing profile.	Maintain current position	HR	On-going with review as appropriate
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	C. Support and Career Development				
C1 Action	Career Development which is comparable to, and competitive with, other employment sectors	UCLan has a programme of research staff training from drop in sessions on bespoke topics to New Supervisor Training (4 days); Supervisor Refresher Training (1 day); the Researcher Toolkit (6 days); Research Leadership Training (6 days) and is in the process of developing a training programme for its Professoriate. This is in addition to a range of comprehensive training events run by HR and advertised via the ITrent central training Database.	Update the UCLan website with all details of staff training. These have been removed during the website overhaul and need re-instating. Develop and advertise the Professorial Programme in consultation with focus groups of members of the current professoriate and management/Deans	Research Development Manager/HR/Deans/Focus Groups (Professoriate)	November 13 for Website; February 14 for Professorial Programme
C2	Development of transferable skills through embedded training	As C1			
C3 Action	Training, skills and competencies to carry out the funded project	Researcher Toolkit currently being revised to ensure content reflects Hothouse staff development for research bidders; how to prepare bids; how to manage a research project budget; how to manage a research project team; impact and open access - all linked to funded projects and potential outcomes	Revisions on-going with deadline end September for feedback. New programme intended for delivery as of Semester 2 - January 2014	Research Development Manager/HR/Head of FDS/ Public Engagement Officer	Feb-14
C3	Support to develop the communications and other professional skills to be effective researchers and highly-skilled professionals in other fields	New Supervisor Training provides full day on Effective communication techniques and full day on Coaching skills for communication. Both events available and accessible to other staff not currently performing at supervisory level, but aspiring to at some future point.	Maintain current position	Research Development Manager/HR	On-going with review as appropriate
C4	Access to professional, independent advice on career management	Opportunities for personal development at the University are varied, providing a range of options to help staff plan, develop and progress their careers. Career Development Workshops and Secondment/Sabbaticals are examples of this	Maintain current position	HR/Careers Advisors/Deans/RIO Training	On-going with review as appropriate
C6	Possibility of offering training and placements to broaden awareness of other sectors		Maintain current position	HR/Careers Advisors/Deans/RIO Training	On-going with review as appropriate
C5	Clear systems that help researchers to plan their career development	See C4 above	Maintain current position	HR/Careers Advisors/Deans/RIO Training	On-going with review as appropriate

C5	Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.	See C4 above	Maintain current position	HR/Careers Advisors/Deans/RIO Training	On-going with review as appropriate
C8	Researchers are aware of local and national career development strategies	See C4 above	Maintain current position	HR/Careers Advisors/Deans/RIO Training	On-going with review as appropriate

Action	Planned induction programme for researchers	Currently, all academic staff attend a generic induction at which research is represented. Consultation undertaken with recommendation that a research specific induction event should be developed and offered for all academic incoming staff - as is currently done for all research students. Content to be negotiated in the forthcoming period for delivery and implementation by June 14	Development of Researcher Specific Induction Programme for new academic staff - with Research focus and content - to commence after June 14	Research Development Manager/HR/Director of Research/Deans	Jun-14
C7	Research managers provide effective research environments for training and development of researchers, encouraging CPD	The appraisal process provides the opportunity for researchers to flag to managers the skill development required for their current role. The research staff training programme is advertised via the staffing database ITrent, and includes the option to mark attendance as being required in response to appraisal requirements	Maintain current position	Research Managers/Deans/HR	On-going with review as appropriate
C7	Articulation of skills that should be developed to support career progression	The Concordat and RDF are distributed via the website, and also in hard copy - complete with lenses as and when they are developed and available for distribution. These are then interpreted through the course of appraisal sessions with staff, and development events targeted accordingly	Ensure continued distribution of all materials and training, pertinent to the career development of researchers from appropriate sources e.g. Vitae, RCUK, HEFCE etc.	Emma Sandon-Hesketh; Kath Houston (Careers);	On-going with review as appropriate
C8	And encouragement of researchers to develop those skills	Staff are actively encouraged via the Appraisal process to pursue skills development programmes relevant to their research activity	Ensure appraisal paperwork refers explicitly to career development opportunities for researchers with links to appropriate other	Emma Sandon-Hesketh; HR; Deans;	Immediate and on-going
Action	Development of a specific career development strategy for researchers	The Appraisal process advises staff on appropriate criteria for grade succession. Furthermore the expanded delivery of the Grad Cert in Research Careers to staff, in addition to Doctoral students will enhance the current provision	Maintain current position and additionally, consider the expansion of the Grad Cert in Career Skills to include Staff as well as Doctoral Research Students	HR/Research Development Manager	Jun-14
C14	Availability of mentors in providing support and guidance for CPD	The University operates a centralised mentorship scheme, and mentors can be allocated on request and subject to the availability of a suitable mentor.	Maintain current position	HR/All	On-going with review as appropriate
C10	Appraisal systems for researchers	As B3	As B3		

C11	Preparation for academic practice i.e. teaching and administration	The University offers the Teaching Toolkit which is accredited to HEA level SD1 or SD2 if the member of staff continues to the Diploma. This offers training in pedagogy for staff who are new to or inexperienced in the delivery of teaching and is readily available to all staff via four cohorts per annum. It is compulsory for all staff who have no previous teaching	Maintain current position	Principal Lecturer in Academic Development; HR; ADE	On-going with review as appropriate
C11	Training when researchers are engaged in supporting learning and teaching	As above			
C13	Input to policy and practice through appropriate representation at staff meetings and through committees	The University's Academic Board has bespoke research and teaching posts on each committee - affording interested academics the opportunity to represent their community. There are further opportunities at the School and Central level, outside the academic board e.g. localised Research and Knowledge Transfer committees and Teaching fora	Maintain current position	Academic Board; Board of Governors	On-going with review as appropriate

<b>D. Researchers Responsibilities</b>					
D1&2	Researchers should develop increased capacity for independent, honest and critical thought. Researchers should develop their ability to transfer and exploit knowledge	A range of opportunities are provided for researchers - to engage in training, peer review, mentoring, coaching, external conferencing and other research activities including Knowledge Transfer and Public engagement. From these, it is anticipated that the researcher will develop in supported	Maintain current position	All	On-going with review as appropriate
D3	Researchers should conduct and disseminate research in an honest and ethical manner	The University subscribes to the principles of the Concordat on Research Integrity and is in the process of demonstrating this compliance through detailed web pages. Five modules on Research Integrity have been purchased from the Epigeum suite - and all training includes reference to Data Protection, Freedom of Information, Insurance, IPR, Malpractice and Maleficence	Maintain current position	Research Development Manager; SDS; Safety and Health Executive	On-going with review as appropriate
D5	Researchers should recognise that their primary responsibility for managing and pursuing their career is theirs. Seek out opportunities for learning and development	Researchers are provided with a range of opportunities to undertake the research training available in house, and encouraged to publish and conference externally. Statistics provided by the internal training team enable Deans to measure the level of activity of their staff and address via appraisal.	Maintain current position	Directorate; Deans; Professoriate Group members	On-going with review as appropriate
D6	Research managers should encourage CPD	As D1,2,3 and 5 above	Maintain current position	Directorate; Deans; Professoriate Group members	On-going with review as appropriate
D7	Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.	As B3 Appraisal - above	Maintain current position	All	On-going with review as appropriate
D7	Researchers encouraged to record their CPD for presentation to future employers	All research staff maintain records of training and other research activities via updated CVs and by entry into the centralised staff development Database - Itrent	Maintain current position	All	On-going with review as appropriate

5. Diversity and Equality					
E2	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. Recruitment and retention of researchers from the widest pool	UCLan has clear advertisement and recruitment processes to defined job specifications that are position relevant. These are available on the Intranet and widely understood by staff. All selections/shortlistings/appointments are done on this basis. Guidance provided to applicants specifies the process for shortlisting, interviewing and appointment and is clear and transparent. Any queries can be directed to HR for response	Maintain current position	All	On-going with review as appropriate
E3	Address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately affect some groups	UCLan is committed to enabling all individuals irrespective of age, disability, gender, race, religion and belief and sexual orientation. UCLan aims to be an integrated community based on mutual respect and tolerance where all staff and students can feel safe, valued and supported.	Maintain current position	All	On-going with review as appropriate
E4	Respond flexibly to requests for changes to working patterns and resist instant refusals based on 'we don't do it this way here'	All members of staff, in accordance with the Staffing Handbook, are entitled to request variations to contract in response to circumstance - and where these can be accommodated without compromise to business process, they will be implemented	Maintain current position	All	On-going with review as appropriate
E7	Transparent equal opportunity policy at recruitment and at all subsequent career stages. Diversity reflected in selection and evaluation committees	As above for Recruitment and Selection	Maintain current position	All	On-going with review as appropriate
E8	Account taken of researchers personal circumstances. Change policies or practices that directly or indirectly disadvantage such groups	As above for E4	Maintain current position	All	On-going with review as appropriate
E9	Measures exist for discrimination, bullying or harassment to be reported without adversely affecting careers of innocent parties	Such procedures to deal with any form of discrimination, bullying or harassment are clearly articulated, transparent and accessible in the University Staffing Handbook. These are well established. In addition, mediation services are available	Maintain current position	All	On-going with review as appropriate
Action	Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives.	The University is a Charter Member of Athena Swann and is progressing its application for Bronze member status.	Application to be submitted for Bronze Status	HR	Feb-14

	<b>6. Implementation and Review</b>				
F2	Undertake regular review of progress in implementing the principles of the Concordat via a Steering Group	The CIG (Concordat Implementation Group) continues, though its original membership has altered to reflect the retirement of original members of staff where applicable. Membership is representative of all offices with responsibility for the on-going and forward thinking development of	Maintain current position	CIG/All	On-going with review as appropriate