

# Concordat to Support the Career Development of Research Staff

## Update on UCLan's 2013 Action Plan (2015) and forward planning 2015-2018

	Concordat area and issue	Current Position	Proposed Action	Responsibility for Action	Timescale	2015 Update - and forward plan:
	<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	As per previous audit.
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	As per previous audit.
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	As per previous audit.
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 given appropriate feedback if requested	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	The University has recently submitted for and been awarded the Bronze award for Athena Swan. The submission document generated positive feedback including a strong commendation for the university's focus on diversity in the selection of recruitment panels. Furthermore, 100% of Chairs of recruitment Panels have been trained in Recruitment and Selection techniques which includes Equality and Diversity.
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	As per previous audit.

<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	As per previous audit. Furthermore, the University Appraisal scheme includes a commitment to develop researchers beyond the life of their current contract.
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	The University abides by the Fixed Term Employee Regulations. Furthermore, there is a paper currently being considered by the Executive team, which would make UCLan sector leading in terms of providing maximum stability for researchers.
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 Irent training Database and regular circulars from relevant staff	Maintain current position	HR/All	On-going with review as appropriate	As per previous audit. Additionally, the University as part of its recent re-structuring exercise has created College Directors of Research and Innovation for each of the five colleges and this member of personnel will have a significant role to play in the mentoring and career development of researchers.
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	Same as previous. Additionally, there is a new programme to support School Heads and College Directors which helps them to interpret the strategic requirements and priorities of the new University structure, and deliver against these in a meaningful way with research staff. This will be evaluated via action learning sets throughout and on completion of the programme at the end of 2015/16.
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	Please refer B2 above. Furthermore, HR are now engaged in the review of all Fixed term contracts on an annual basis, ensuring that continuity of contract is kept under review.

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	As per previous audit
B6 Action	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	The Grad Cert in Research Skills has been offered to researchers and indeed, all training offered to PGRs has now been expanded to allow attendance by Research Staff. Furthermore, the University have developed a unique tool - The RIO Development Framework - to profile opportunities for research staff at each stage of their career
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	As per previous audit. Additionally, the University has established a three-stage professorial grade with clear criteria for progression, and an annual opportunity to progress. The stages also enable the University to match the training to the criteria for each stage which is being implemented at the current time.
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	The RIO Development Framework (see above) details the range of opportunities for Researchers at each stage of their career and is mapped to the Vitae RDF. Furthermore, ILM Development accreditation is being pursued for this during academic year 2015/16

	C. Support and Career Development					
Action	C1 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	The HR Itrent system has been updated, and details of all staff training are included within this facility. Furthermore the RIO Development Framework has been launched, a bespoke website offering a full range of practical training for researchers at each stage of their career. The university is currently enhancing career conversations/mentoring opportunities for individuals on a confidential basis, with qualified career staff to support them further in their professional development. This is in addition to attending the pre-existing range of career focussed group-workshop opportunities that are convened for both PGR students as well as staff. See rioframework.org.uk
Action	C2 Development of transferable skills through embedded training	As C1				As C1. Additionally, it has been found that not all staff realise their potential "transferrability". Consequently - a series of workshops is due for launch in 2015/16 which will be called "The Mobile Researcher" - and focus on helping staff to articulate what skills they a) have that are portable and b) what further skills development they may require
Action	C3 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	The Researcher Toolkit has been replaced by the RIO Development framework. This framework contains training on a vast array of subjects relevant to the researcher's professional development - including Funding (rioframework.org.uk)

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	The New Supervisor Training Programme continues in high demand, and 6 cohorts are booked for completion during 2015/16. Communication skills continues to be a popular third day - and whilst Coaching has been removed as a compulsory day, it continues to be offered within the University and colleagues may elect, or not, to pursue it. In addition to this, a bespoke programme for Women in Science on communicating work to a public audience was held with extremely positive feedback and will likely be repeated.
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 in practice	Maintain current position	HR/Careers Advisors/Deans/RIO Training	On-going with review as appropriate	Please refer C1 above
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	For PGR students, the University is currently considering the option of internships to increase the mobility of researchers by enhancing their skill set with specific professional development opportunities. A focus group will be convened to consider this before the end of Semester One 15/16. In the interim, international opportunities have been afforded to students by virtue of the UCLan Cyprus campus - and it is intended to maintain and extend this with other University collaborators, here and overseas. Furthermore, the University has well established Secondment and Sabbatical schemes which run on an annual basis.

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	Please refer C1 above. Furthermore the Research Development and Support Team offers sessions delivered to large subject groups, or one to one with individuals, on mapping their experience against the RDF and highlighting where there may be gaps and opportunities. The RIO Development Framework also enables and supports this evaluation. The annual Appraisal scheme with a participation rate of c.98.2% is available to all staff.
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	Refer C4 above
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	Refer C4 above

C6 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	Academic Induction for Researchers was introduced as planned, and is still running - offered once per semester for new and incoming staff. This covers the whole range of training that is available for researchers - and has presentations by representatives of all the key areas with which they are likely to engage e.g. Funding, REF, Open Access, Data Management, Entrepreneurial schemes, Training etc
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	As per previous audit, and RIO Development programme referenced above. Refer also to newly appointed College Directors of Research and Innovation (referenced above)
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	As per previous audit and refer to C1 Careers Conversations for Researchers.
C8 Action	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 information	Emma Sandon-Hesketh; HR; Deans;	Immediate and on-going	As per previous audit. Please note the RIO Development Framework referenced above. Also, all staff have received details of Lynda.com in addition to a just-in-time resource accessed from their desktop - the Performance Assistant. The university also subscribes to Epigeum - and has several of their courses on-line available to staff and students.

C8	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	The University has a clear career pathway for researchers, and HR provide self-assessment templates that enable colleagues to review the "next post" requirements and then organise discussions with career professionals
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	As per previous audit.
C10	Appraisal systems for researchers	As B3	As B3			See B3 - Additionally, a specific Appraisal form for researchers has been introduced for 2015/16 and will be disseminated as part of the appraisal process.
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 experience	Maintain current position	Principal Lecturer in Academic Development; HR; ADE	On-going with review as appropriate	As per previous audit. The Certificate offers an access route to professional accreditation, and provides structured opportunities to develop, acquire confidence and skills, pedagogical tools and concepts, in order to effectively support learning for a diverse body of students. Within the context of this certificate, PDP is about planning and implementing professional and practice development in order to address personal and professional objectives around teaching and learning support.
C11	Training when researchers are engaged in supporting learning and teaching	As above				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	As per previous audit - the University strives to ensure that every consultative/decision making body from University Board down has representation which reflects the full diversity of the university population

<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 independence.	Maintain current position	All	On-going with review as appropriate	As previous audit - sustained
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	As previous audit - sustained
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	As per previous audit. Furthermore, please refer C1 above
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	As per previous audit - enhanced by the introduction of bespoke appraisal documents for research related staff.
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	University Intranet notes and encourages staff and their managers to have 1:1s regularly, not just at the point of annual appraisal - and there is guidance on the same intranet on best practices for productively achieving this.
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	As per previous audit - sustained

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	As per previous audit. Also, the University, in September 2014, received the Bronze Award for Athena Swan; and in April 2014, received Gold for Investors in People. There is also an action plan in place for the Race Equality Charter Mark, and resubmission planned
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	As per previous audit. Also, the University is undertaking focus groups and surveys to understand individual experiences more effectively
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	As per previous audit.
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	Regular audits of the Recruitment and Selection Data - looking at number of applications, numbers shortlisted and appointed - for every group - to ascertain whether any discriminatory practice is in evidence. The University is also looking into the provision of training into Unconscious Bias and hopes to bring that on-stream. The priority will be recruiting managers before roll-out to other staff.
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	As per previous audit. Furthermore, the appraisal process includes questions on Wellbeing, and a new staff resource "Soul - Shaping our Uclan Lives" has been introduced, that also supports this.

E9 Action	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	As per previous audit. Additionally, the mediation service is now in its 6th year of operation and has been positively evaluated despite small numbers over the past two years.
	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	Athena Bronze received (see above) . Colleges are in the processes of preparing AS submissions which would include the Juno award. Two submissions for Silver have also been submitted already.

6. Implementation and Review						
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 researchers.	Maintain current position	CIG/All	On-going with review as appropriate	The review and evaluation of training throughout each year is carried out in a significant variety of ways. Individual evaluations post-each training event; focus groups with staff and students on a regular basis; evaluations via the PGR forum; evaluations via Research Degree Tutors via the Annual Monitoring process; contributions from PGR students via the PhD society; feedback from the Athena Swan SAT; reports to the University Academic Board; and in addition to these formal mechanisms, a readiness to accept individual or group feedback at any point throughout the year.