

## Updated Concordat Action Plan 2012-2014

### A and B. Recruitment and Selection, and Recognition and Value

1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.
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.

2010 Actions	Responsibility	Progress
Review recruitment and selection policies and procedures to ensure that they align with the Concordat Principles.	<b>Office of the Vice Principal (Academic), Human Resources and Development</b>	<p><b>Completed and on-going:</b> During 2010 our HR policies and procedures for <a href="#">Recruitment and Selection</a>, <a href="#">Equality and Diversity</a>, and <a href="#">Interview Preparation</a> were reviewed to ensure that they aligned with the Concordat Principles.</p> <p>Our <a href="#">Research, Knowledge Transfer and Commercialisation Strategy 2009 - 2015</a> states that we 'aim to provide a supportive environment and sustainable infrastructure to allow staff to perform to their highest potential.'</p> <p>Our recruitment and selection training was reviewed in 2011 and is now supported by an online learning module.</p>
Review training provision for academics in managing a research team and research supervision	<b>Human Resources and Development</b>	<p><b>Completed and on-going:</b> In 2011 we developed a three day 'Supervising Research Degrees' course which supports staff in a research supervision capacity. This course has been externally accredited by the Staff and Educational Development Association (SEDA). This course is now run at least once per academic year.</p>
Review training for research governance, research misconduct, supervision and performance management; career development for research staff and leadership training for PIs.	<b>Researcher Developer</b>	<p><b>Completed and on-going:</b> In 2011 a gap analysis on our training and development provision for researchers was conducted. Following on from that we have created new events on research ethics and integrity, and career development sessions for researchers.</p>

Explore the logistics of running the Vitae Programmes in Broadening Horizons: Career Management for Researchers; Careers in Focus; How to be an effective researcher for research staff	<b>Researcher Developer</b>	<b>On-going:</b> We have strengthened our links with our local Vitae Hub to ensure that our researchers have access to Vitae programmes being run within Scotland. Prompt communication of events and hosting of Hub organised events has allowed our researchers to access a wider range of opportunities than previously.
Investigate other leadership/management programmes aimed at PIs e.g. <a href="http://www.le.ac.uk/researchleader">www.le.ac.uk/researchleader</a>	<b>Human Resources and Development</b>	<b>On-going:</b> Corporate Learning and Development collaborates with other higher education providers through the Edinburgh Development Connections (EDC) partnership to deliver Personal and Professional development programmes and the accredited Institute of Leadership and Management (ILM) Awards including Leadership and Management awards.
Encourage as part of PI training that PIs discuss and manage professional development of researchers	<b>Human Resources and development</b>	<b>Completed and on-going:</b> Our new three Day 'Supervising Research Degrees' course which supports research supervisors encourages our PIs to discuss and help manage the professional development of our early career researchers.
Explore the development of a dedicated website which provides information and advice for supporting the career development of Research staff	<b>Academic Professional Development</b>	<b>Completed:</b> A new website has been created that provides advice and resources to support the career and professional development of Researchers: <a href="http://staff.napier.ac.uk/services/hr/development/acprofdev/RD/Pages/RDhome.aspx">http://staff.napier.ac.uk/services/hr/development/acprofdev/RD/Pages/RDhome.aspx</a>

#### **New or Updated Actions 2012**

Reassess grading criteria and carry out an equal pay audit by Sept 2013. **Lead: Human Resources and Development**

Continue monthly meetings of HR Client Partners with Research Institute Directors to ensure policy and procedures are consistently applied across the Research Institutes. **Lead: HR Client Partners**

Review how our HR Excellence in Research Award is promoted during the recruitment process by June 2013. **Lead: Human Resources and Development**

Review progression processes by Sept 2013. **Lead: Human Resources and Development**

Develop provision for 'Research Leadership' development and implement by Sept 2014. **Lead: Researcher Developer and C&LD**

Develop web resources and utilise Vitae resources for Research Leaders by Sept 2013. **Lead: Researcher Developer**

Build internal coaching/mentoring capacity for Research Leaders during Sept 2014. **Lead: C&LD and Researcher Developer**

Run 'An Effective Researcher' by Jan 2014. **Lead: Researcher Developer**

### C. Support and Career Development

3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.
4. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

2010 Actions and Evidence	Responsibility	Progress
Run a survey to gather information available from academic departments on researcher career paths	<b>Research Office</b>	<b>Updated Action:</b> To maximise existing resources beyond our scope this action has been updated to: Utilise externally provided data on research career paths (for example Vitae's 'What do researchers do') and embed in development events supporting career development by Sept 2013. <b>Lead: Researcher Developer</b>
Gather and analyse information about career paths for Researchers in other sectors.	<b>Human Resources and development, Research Office</b>	<b>On-going:</b> External sources of information such as Vitae's 'Career paths of doctoral graduates' are being used to support and develop online career guidance for researchers. Using externally provided data from organisations allows us to maximise existing resources.
Ensure all academics and researchers have access to support and guidance on data collection, finance, careers guidance, mentorship and management.	<b>Academic Departments in collaboration with Professional Services</b>	<b>On-going:</b> After our training and development gap analysis in 2011 a more comprehensive programme of events has been developed which are all targeted at our researchers. Using the Researcher Development Framework we have mapped out which events and resources are available to cover the areas of interest to research staff.
Develop a dedicated website for research staff	<b>Academic Professional Development</b>	<b>Completed:</b> A new website has been created that provides advice and resources to support the career and professional development of Researchers: <a href="http://staff.napier.ac.uk/services/hr/development/acprofdev/RD/Pages/RDhome.aspx">http://staff.napier.ac.uk/services/hr/development/acprofdev/RD/Pages/RDhome.aspx</a>  The website uses the Researcher Development Framework as an 'interactive portal' to relevant events and resources for each domain, allowing researchers to understand the linkages between our resources and the RDF.
Review and improve communications with newly recruited researchers	<b>Researcher Developer</b>	<b>Completed:</b> All new researchers are now contacted by the Researcher Developer on arrival at the University to highlight the resources and events relevant to their role. A one-to-one meeting for researchers with the Researcher Developer is also available to allow researchers to plan their career development.

<p>Review induction process to ensure appropriate support for researchers.</p>	<p><b>Human Resources and Development</b></p>	<p><b>Completed:</b>  A new online learning module has been created to support induction and has researcher-specific information:  <a href="http://staff.napier.ac.uk/services/hr/workingattheUniversity/LandD/Pages/NewStaff.aspx">http://staff.napier.ac.uk/services/hr/workingattheUniversity/LandD/Pages/NewStaff.aspx</a></p> <p>All new researchers are invited to University and Faculty induction events. Local departmental induction also occurs.</p>
<p>Review current training provision for researchers.</p>	<p><b>Researcher Developer</b></p>	<p><b>Completed and on-going:</b>  In 2011 a gap analysis on our training and development provision for researchers was conducted. This highlighted that many areas are well supported through our different learning providers within the University which include programmes developed by:</p> <p><a href="#">Academic Professional Development</a>  <a href="#">Corporate Learning and Development</a>  <a href="#">Academic Practice (within the Office of the Vice Principal (Academic))</a></p> <p>We have also strengthened our links with external providers of relevant opportunities for researchers such as:</p> <p><a href="#">Vitae</a>  <a href="#">Beltane Public Engagement Network</a></p> <p>All our research focused events are mapped against Vitae’s Researcher Development Framework to ensure we provide balanced provision for researchers.</p>
<p>Explore how to promote and maximise the career management support available to researchers from our various support departments. This may include reviewing the induction procedure for staff and promoting the support by line managers/PIs to access training opportunities.</p>	<p><b>Human Resources and Development</b></p>	<p><b>Completed and On-going:</b>  Academic Professional Development and Corporate Learning and Development are both now housed within Human Resources and Development. This restructuring has allowed us to create a more coherent approach to researcher development that goes across Professional Services.</p> <p>The development of our website for Researcher Development is helping us to communicate and promote opportunities to researchers in a more effective manner.</p> <p>Induction procedures have also been reviewed, supplemented with a new online learning module and all new research staff are contacted by the researcher developer to promote relevant opportunities to support their career development.</p>

Encourage PI's to attend training sessions supporting researcher development.	<b>Human Resources and Development</b>	<b>Completed and On-going:</b> Our provision for research supervisors and principal investigators has been increased – to include intensive development courses on supervising early career researchers such as our 3-day SEDA accredited 'Supervising Research Degrees' course, as well as other sessions looking at how research leaders can support researcher development.
Review and develop a research career development strategy.	<b>Office of the Vice Principal (Academic), Human Resources and Development</b>	<b>Completed:</b> In 2011 a number of University Committees including RKEC endorsed ' <i>A strategic approach to Effective Researcher Development</i> '. This strategy has created an inclusive approach to early career researchers, to include research students and uses a co-ordinated, cross-university approach to education, training and professional development for all our researchers. The strategy also aims to develop a sense of community amongst researchers and to raise awareness amongst, and provide development for, principal investigators and research supervisors.  The establishment of a Researcher Developer role within Academic Professional Development as part of this strategy has shown the commitment of the University to supporting the career and professional development of the researcher community.  Communication between faculties and between facilities and central support services has been increased. We have widely integrated the Researcher Development Framework into our strategy, and we are currently evaluating the RDF online planner to decide on its implementation by the end of this academic year.
Consult with Heads of Schools and Institutes to review the training provision for research staff.	<b>Office of the Vice Principal (Academic)</b>	<b>Completed:</b> As part of our University-wide consultation on ' <i>A strategic approach to Effective Researcher Development</i> ' Heads of school and Institutes were involved in the development of our current approach to researcher development.
Explore the provision of training for PIs on providing career advice to their researchers.	<b>Human Resources and Development</b>	<b>Updated Action:</b> Promote the availability of the careers service and online career resources as a relevant source of support to researchers. <b>Lead: Researcher Developer and Career service</b>
Explore how to provide researchers with information on University Committees and identify ways to integrate them into these activities.	<b>Heads of Departments and Institutes</b>	<b>Part-completed and on-going:</b> A SharePoint site has been created at the start of AY 2012/13 to help with communication of University Committee minutes to the wider University community.  Integration of researchers onto University Committees is still continuing and it is anticipated that the Concordat Working group, which draws from a wide range of researchers across the

		University, will also be a mechanism to increase communication between researchers and relevant University Committees.
Review current mentoring provision	<b>Human Resources and Development, Heads of Schools/Institutes</b>	<p>Currently most mentoring for researchers is on an informal basis, for example from line managers, or for inexperienced supervisors through participation in a supervisory team, where they receive guidance and support to develop their supervisory practice.</p> <p><b>Updated Action:</b> Evaluate the demand for formal mentoring schemes from researchers by Dec 2013 and if there is sufficient interest develop a research mentoring scheme by end Sept 2014. <b>Lead: Human Resources and Development</b></p>
<b>New or Updated Actions 2012</b>		
Utilise externally provided data on research career paths (for example Vitae's 'What do researchers do') and embed in development events supporting career development by Sept 2013. <b>Lead: Researcher Developer</b>		
Develop online career guidance for researchers by end of Sept 2013. <b>Lead: Human Resources and Development</b>		
Work with Academic units to ensure that there is a departmental induction that is relevant to researchers needs by Dec 2013. <b>Lead: Human Resources and Development</b>		
Evaluate RDF online planner and decide on implementation by June 2013. <b>Lead: Researcher Developer</b>		
Promote the availability of the careers service and online resources as a relevant source of support to researchers. <b>Lead: Researcher Developer and Career service</b>		
Evaluate the demand for formal mentoring schemes from researchers by Dec 2013 and if there is sufficient interest develop a research mentoring scheme by Sept 2014. <b>Lead: Human Resources and Development</b>		
Review and evaluate Researcher Development Programme at end of AY 2012/13 in Sept 2013. <b>Lead: Researcher Developer</b>		

## D. Researchers' Responsibilities

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

2010 Actions and Evidence	Responsibility	Progress
Encourage researchers to take up expanded provision of training in knowledge transfer and commercialisation of research	<b>Heads of Departments / Institutes, Human Resources and Development, Knowledge Transfer and Commercialisation</b>	<b>Updated Action:</b> Incorporate training in Knowledge exchange and commercialisation of research into the wider Researcher Development programme by end of Sept 2013. <b>Lead: Researcher Developer and Knowledge Transfer and Commercialisation</b>
Encourage researchers to take up opportunities provided for guidance and training on research governance and ethics	<b>University Research Integrity Committee, Researcher Developer, Heads of School / Institutes</b>	<b>Completed and on-going:</b> New events on Research Integrity and Ethics have been added to our Researcher Development Programme.  Our Code of Practice on Research Integrity and Ethics is currently being revised and will support researchers by providing clear guidance on research governance and ethics throughout the university.
Provide development opportunities for researchers to enable them to manage their career	<b>Human Resources and Development</b>	<b>Completed and on-going:</b> Our Researcher Development programme provides opportunities for researchers to consider their career management. Our use of the Researcher Development Framework also supports researchers to pro-actively engage with their own development.
Promote Personal and Career Development courses to researchers through the PDR process.	<b>Human Resources and Development, PDR reviewers</b>	<b>On-going:</b> The Professional Development Review (PDR) is the University's scheme to enable all employees to perform to the best of their ability and helps staff to identify their development needs. The PDR can help researchers identify relevant opportunities and discuss their career development plans with their line manager.
Review monitoring and evaluation of PDR	<b>Human Resources and Development</b>	<b>On-going:</b> The PDR process is being reviewed across the University to ensure it is consistently carried out and is relevant to all roles. The adoption of the HR Connect system will also allow enhanced evaluation of the PDR process and rates of completion.

Review procedures in place to record PDR and CPD activities.	<b>Human Resources and Development</b>	<b>Completed:</b> In 2011 the University adopted HR Connect as an online system to record all CPD activities. Future developments of the HR Connect system will allow records of PDR to be maintained as well.
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### **New or Updated Actions 2012**

Incorporate training in Knowledge exchange and commercialisation of research into the wider Researcher Development programme by Sept 2013. **Lead: Researcher Developer and Knowledge Transfer and Commercialisation**

Communicate the new Code of Practice on Research Ethics and integrity to the researcher community during AY 2013/14. **Lead: University Research Integrity Committee**

Develop an online module on Research Ethics and Integrity for launch by Dec 2013. **Lead: Academic Professional Development**

Promote the use of the Researcher Development Framework for researchers to self-identify their own professional and career development needs. **Lead: Human Resources and Development**

Establish a fund for researcher-led initiatives to support researchers who are pro-actively identifying their own development needs and that of the research community, for launch by Sept 2014. **Lead: Office of the Vice Principal (Academic) and Researcher Developer**

Continue our use of social media to connect with the research community. **Lead: Researcher Developer**

Create a twice-yearly newsletter on Researcher Development. **Lead: Researcher Developer**

## **E. Diversity and Equality**

6. Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

<b>2010 Actions and Evidence</b>	<b>Responsibility</b>	<b>Progress</b>
In 2010 an Equal Pay Audit and an investigation into additional payments made to staff (over and above salaries) and opportunities for progression were carried out. The issue of potential disadvantages faced by researchers and part-time staff was highlighted in both and recommendations are being drafted to minimise/eradicate the issue.	<b>Human Resources – Equality and Diversity</b>	<b>Updated Action:</b> Identify disincentives and indirect obstacles to retention and progression for researchers and identify mechanisms to address these. <b>Lead: Concordat Working Group, Human Resources and Development</b>

Consider running a survey to assess research practices on staff groups, for example, those with atypical career paths, and how this affects career outcomes.	<b>Human Resources – Equality and Diversity</b>	<b>Updated Action:</b> Utilise externally provided data on research career paths (for example Vitae’s ‘What do researchers do’) and embed in development events supporting career development by Sept 2013. <b>Lead: Researcher Developer</b>
Ensure that the University is aware of the equality and diversity policies of all funding bodies that fund our researchers and to contact any funding bodies if their funding strategies do not promote equal opportunities and diversity.	<b>Research Office</b>	<b>Action Carried Forward:</b> Due to University restructuring this action will now be taken forward by Human Resources and Development.
Investigate how maternity/paternity/adoption leave etc. pay is paid if there is no provision made by the funding body	<b>Research Office</b>	<b>Action Carried Forward:</b> Due to University restructuring this action will now be taken forward by Human Resources and Development.
Ensure that recruitment and selection procedures clearly state that the working language of the University is English. Assess the current level of support for non-native English speakers	<b>Human Resources and Development</b>	<b>Completed:</b> Person specification guidance for all Grade 3 and above roles includes guidelines on including a statement about competence in English.

**New or Updated Actions 2012**

Identify disincentives and indirect obstacles to retention and progression for researchers and identify mechanisms to address these. **Lead: Concordat Working Group, Human Resources and Development**

Utilise externally provided data on research career paths (for example Vitae’s ‘What do researchers do’) and embed in development events supporting career development by Sept 2013. **Lead: Researcher Developer**

Ensure that the University is aware of the equality and diversity policies of all funding bodies that fund our researchers and to contact any funding bodies if their funding strategies do not promote equal opportunities and diversity by Dec 2013. **Lead: Human Resources and Development**

Investigate how maternity/paternity/adoption leave pay is paid if there is no provision made by the funding body by Dec 2013. **Lead: Human Resources and Development**

Integrate ‘Every Researcher Counts’ resources from Vitae into the Researcher Development Programme by Sept 2013. **Lead: Researcher Developer**

Set out plans and begin the work to bring our STEM departments to the Bronze Award level of Athena SWAN. **Lead: Diversity Partner**

Consider alternative delivery methods for development events such as e-learning, video casts and podcasts to help part-time researchers’ access training and development. **Lead: Researcher Developer**

## F. Implementation and Review

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.

2010 Actions and Evidence	Responsibility	Progress
An implementation group, endorsed by senior management, is to be put in place.	<b>Office of the Vice Principal (Academic)</b>	<b>Updated Action:</b> Updates will be provided to relevant University committees, for example RKEC and URIC, to maintain senior management oversight of Concordat developments. <b>Lead: Researcher Developer, Office of the Vice Principal (Academic)</b>
Use the University Concordat Action Plan 2010-2012 as the foundation for a more detailed implementation plan including review mechanisms	<b>Office of the Vice Principal (Academic), Human Resources and Development</b>	<b>On-going:</b> A review of the training and development opportunities for researchers was conducted in 2011 and along with the Concordat Action Plan 2010-2012 these helped inform the development of the Researcher Development programme from 2011 onwards.  The development programme will be reviewed at the end of AY 2012/13 and external surveys such as CROS and PIRLS will be used to review general progress against the Concordat Principles.
Form a Concordat Steering Group	<b>Office of the Vice Principal (Academic), Human Resources and Development</b>	<b>Complete:</b> A Concordat Working group has been formed. Its membership includes researchers at all career stages and represents a range of researchers from across the University Faculties and Institutes.
Monitor the Concordat implementation progress and plans of external stakeholders	<b>Office of the Vice Principal (Academic), Human Resources and Development</b>	<b>Updated Action:</b> Review Research Council statements and policies in relation to the Concordat Principles by Sept 2013. <b>Lead: Researcher Developer and Finance Office</b>
Engage with stakeholders to share good practice and promote the principles of the Concordat	<b>Office of the Vice Principal (Academic), Researcher Developer</b>	<b>On-going:</b> Staff are engaged with relevant sector groups to facilitate sharing and awareness of good practice and the promotion of the Concordat Principles (for example staff sit on steering groups for Vitae, ScotHERD, and the Scottish Researcher Career Coordination Forum).

### **New or Updated Actions 2012**

Updates will be provided to relevant University committees, for example RKEC and URIC, to maintain senior management oversight of Concordat developments. **Lead: Researcher Developer, Office of the Vice Principal (Academic)**

The Concordat Working group will meet regularly to review progress against the Concordat Principles. **Lead: Concordat Working group**

Review Research Council statements and policies in relation to the Concordat Principles by Sept 2013. **Lead: Researcher Developer and Finance Office**

Carry out both CROS and PIRLS in 2013. **Lead: Human Resources and Development**

### **Abbreviations:**

<b>AY</b>	Academic Year
<b>CL&amp;D</b>	Corporate Learning and Development
<b>CROS</b>	Career in Research Online Survey
<b>PDR</b>	Professional Development Review
<b>PIRLS</b>	Principal Investigators and Research Leaders Survey
<b>RDF</b>	Researcher Development Framework
<b>RKEC</b>	Research and Knowledge Exchange Committee
<b>URIC</b>	University Research Integrity Committee