

University of the West of England, Bristol - implementation of the Concordat to Support the Career Development of Researchers

Update on Action Plan 2016-2018

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.					
	<i>Clause</i>	<i>Evidence for compliance</i>	<i>Actions 2016 - 2018</i>	<i>Lead</i>	<i>Progress 2016-18</i>
1.1	All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.	The overall strategic direction (UWE 2020) of the institution sets out the importance of Research with Impact. During 2015, drawing upon REF 2014 outcomes , faculty implementation plans' insights and aligning with UWE 2020, a new 'UWE Research Strategy 2020' was approved by Academic Board on 16 September 2015.	Publish the new UWE Research 2020 Strategy on the strategy pages Faculties to revise their research implementation plans to align with the new Strategy.	Pro Vice-Chancellor (Research & Business Engagement) Associate Deans (Research) Research Strategy Implementation Group (RSIG)	UWE Research 2020 published. All faculties have developed implementation plans aligned to Research 2020. These are monitored through the Research Strategy Implementation Group (RSIG), including by the annual publication of Research Metrics at Faculty, Departmental and Research Centre level
1.2	Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless	UWE Human Resources issue specific guidance for the recruitment of all staff. Chairs of appointment panels are required to attend mandatory training before they chair a Panel. This is monitored when panels are	Review and enhance one day recruitment training course for all staff which is mandatory for all	HR Resourcing Manager	Training course updated and enhanced eg with unconscious bias element at both shortlisting and interview stages. Delivery and attendance monitored to ensure diversity of panels appropriate. The number of available courses has increased

	<p>of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.</p>	<p>appointed to ensure diversity and experience.</p> <p>All the relevant policy, guidance documents and video training clips are on the Human Resources intranet site</p> <p>Review of recruitment and selection processes has been completed as part of the People and Performance 2020 strategic programme.</p> <p>UWE has made a commitment to improve the support it offers to disabled job applicants and employees by gaining accreditation as a Two Ticks employer. Chairs of recruitment panels have been required to update their knowledge through a series of bitesize learning and development sessions.</p> <p>Monitor the impact of the Performance 2020: Recruitment project on the provision of clear information to job applicants using CROS 2017.</p>	<p>panel chairs.</p> <p>Success measure to exceed the UK CROS average on provision of appropriate person and vacancy specifications</p>	<p>Researchers' Forum Planning Group</p>	<p>3 fold to ensure widespread uptake and to meet demand.</p> <p>Two Ticks has been replaced by Disability Confident and UWE has signed up to this. We support the guaranteed interview scheme and have been conferred accreditation at level 2.</p> <p>Target achieved. % of respondents who considered themselves to have an appropriate job description increased from 74% (CROS 2015) to 94% (CROS 2017) exceeded UK average of 92%.</p>
1.3	<p>Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason.</p>	<p>UWE Human Resources has a specific policy that covers the use of fixed term contracts. The appendix of that policy specifically refers to research staff and sets out the</p>	<p>A quarterly review of all research staff in faculties to review current funding streams,</p>	<p>Faculty Associate Deans (Research)</p>	<p>In 2016, 70% of research staff were on fixed term contracts. By 2018 this had reduced to 62% i.e. an increase of 8% in staff on open-ended contracts.</p>

		university's goal of minimising the use of fixed term contracts wherever possible.	their security and duration, and future funding duration and security.		
1.4	To assure fairness, consistency and the best assessment of the candidates' potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant recent training. Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development.	UWE operates a dedicated Research Review and Progression Panel which meets four times a year to consider promotion applications for staff on research grades (two rounds per year). There are clear role profiles and criteria that are considered. An annual review is undertaken by Research Review and Progression Panel and Resourcing Team in Human Resources of the composition of panels to ensure they reflect diversity and experience of new researcher appointments. All unsuccessful candidates for selection or promotion are given the opportunity to request feedback on their application and interview.			See 1.2 for actions already in place and progress against actions. We seek to ensure that recruitment panels are gender balanced wherever possible. The composition of the Research Review and Progression panel is monitored. Currently, for example, there is a 50:50 balance of male to female.
1.5	The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organisation.	UWE operates a pay scale for researchers in line with the National Academic Role Profiles (NARP). The salary scales are published on the Human Resources policies webpage.			

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.

	<i>Clause</i>	<i>Evidence for current compliance</i>	<i>Actions</i>	<i>Lead</i>	<i>Progress 2016-18</i>
2.1	Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.	Feedback from research staff who took part in Career in Research Online Survey (CROS).	Continued monitoring of research staff feedback from representatives, Careers in Research Online Survey and UWE staff survey	Researchers’ Forum Planning Group	<p>CROS 2015 and CROS 2017 were consistent in indicating that some ¾ (74% and 73% respectively) of research staff were treated fairly in terms of access to career development opportunities.</p> <p>In the UWE Staff Survey 2017, among all staff groups, research-only staff scored highest in –</p> <ul style="list-style-type: none"> - being clear about what they were expected to achieve in their job (93%), being treated with respect by colleagues (90%), - feeling trusted to do their job (91%), - having a manager who is open and honest with them (93%), - having a manager who was interested in their well-being (88%).
2.2	Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.	<p>The UWE policy with respect to the use of fixed term contracts has an appendix specifically for staff on research grades (see 1.3 above).</p> <p>Fixed term contracts are continually monitored with faculties and services. The reason for the appointment on a fixed term basis has to be specified for all posts.</p> <p>Managers are contacted prior to the end date of the contract to comment about further extensions and where</p>	<p>Request that Human Resources create a subset of data about Fixed Term Contract for staff on research grades</p> <p>Ensure data on the use of fixed term contracts by equality group are published in the</p>	HR Organisation Development Consultant	The procedure for managing the end of fixed term contracts is undertaken in accordance with UWE policy and legislation.

		contracts are to be terminated, to ensure a fair and appropriate process is implemented.	Staffing Statistic every year		
2.3	Research managers should be required to participate in active performance management, including career development guidance, and supervision of those who work in their teams. Employers should ensure that research managers are made aware of, and understand their responsibilities for the management of researchers and should provide training opportunities, including equality and diversity training, to support research managers in doing this. Institutions will wish to consider how research managers' performance in these areas is developed, assessed and rewarded, and how effectively this supports good research management.	<p><u>Performance 2020</u> includes a project to develop leadership behaviours across all senior academic staff.</p> <p>As part of this strategic programme, the senior leadership team created a set of leadership behaviours and is working to implement these behaviours across the institution. This has involved completion of a 360 degree personal review followed by a meeting with an external coach to discuss and develop a personal development plan.</p>	<p>All academic staff on Associate Professor and Professor grades to undergo 360° reviews to determine current leadership behaviours.</p> <p>Success measures are linked to improvements to the CROS and Staff Survey results/responses and through engagement with the Performance and Development Review (PDR) process.</p>	Organisation & Learning Development Manager, HR	<p>A tailored development programme was launched in 2018 to meet identified needs for research leaders (notably Associate Professors and Professors) and all have received coaching to support their personal development including staff management.</p> <p>83% of UWE respondents to CROS 2017 indicated that they had participated in a PDR, up from 74% reported in CROS 2013 but slightly down on the 84% in CROS 2015.</p>
2.4	Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants, other schemes for supporting time between grant funding, or systems for redeploying researchers within organisations where resources allow. Funders are expected to make	The fixed term contracts policy deployed at UWE makes it clear that the preferred position is to place researchers on open ended contracts where possible by utilising a number of income streams. It is possible for researchers to be funded from the Quality Related (QR) income stream to cover periods	Associate Deans (Research) to continue to monitor research income streams on a quarterly basis and identify a case for continuation based on funding	Associate Deans (Research) Research Centre Directors	Drop of 8% in number of staff on fixed term contracts.

	it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective.	between employment contracts. Redeployment opportunities are sought for staff whose contract is being terminated.	from an identified source or range of sources, including QR. Research Centre Directors to develop strategic bidding plans to provide a range of funding streams		
2.5	Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework.	Research grades on the UWE salary scale are in line with the national Framework Agreement. Applications for progression to Research Fellow or Senior Research Fellow are considered by the Research Review & Progression Panel, which is chaired by the Deputy Vice Chancellor. Unsuccessful applicants receive feedback which includes advice on areas for further development. The process, application form and managers guide are freely available to view on the company intranet.	Continue to raise awareness among research staff as to the procedures involved in making applications to the Research Review and Progression Panel.	Researchers' Forum and research staff representative networks	<u>Performance 2020</u> includes a Talent Management project central to which is to introduce clear career pathways for all staff at UWE. The current academic pathways are being reviewed using research into talent management mechanisms from across the higher education sector.
2.6	Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career	See 2.5. There is a clear progression path for researchers, the role descriptors are set out and there is a dedicated Research Review and Progression Panel that considers applications for promotion. The Learning and Development	Improve visibility of the opportunities to progress through the Researchers' Forum & Human Resources webpages.	Researchers' Forum Human Resources	All career development opportunities are promoted through the HR intranet pages and through the 'Support for Research Staff' pages, which are also visible externally.

	frameworks for early stage researchers are outlined in organisational HR strategies.	Centre, Human Resources, implement <u>an annual programme of personal and management development</u> which can be accessed by all staff including researchers.		Learning & Development Centre	
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C: SUPPORT AND CAREER DEVELOPMENT

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

	<i>Clause</i>	<i>Evidence for current compliance</i>	<i>Actions</i>	<i>Lead</i>	<i>Progress 2016-18</i>
3.1	It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position. It is, therefore, imperative that researcher positions in the UK are attractive in themselves (and not, for example, solely as potential stepping stones to permanent academic positions). This requires that they provide career development which is comparable to, and competitive with, other employment sectors.	<p>The Academic Career Pathways framework at UWE sets out the role profiles of all academic related roles at UWE including, teaching & scholarship, research roles, management roles, knowledge exchange roles as well as teaching and research roles which shows the relationship of the grade structures for each. In addition staff can see what criteria there are for moving between roles in an academic environment.</p> <p>The <u>dedicated Research staff webpages</u> outline the development opportunities provided by Research, Business & Innovation which are found on the events programme, as well as the broader UWE Staff Development Programme offered by the <u>Learning and Development</u></p>	Incorporate the feedback from CROS in the review of Career Pathways in <u>Performance 2020</u> Talent Management project.	<p>Organisation & Learning Development Manager, HR</p> <p>Researchers' Forum Convenor</p> <p>Researcher Development Manager</p>	<p>The People and Performance Organisation Design project 2020 aims to define and promote career pathways for academic staff, including research staff.</p> <p>The aim is to formulate a core development programme that is appropriate for the contemporary higher education environment.</p>

		<u>Centre</u>			
3.2	A wide variety of career paths is open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.	The skills development programme delivered by Research, Business & Innovation focus a number of their activities on the transferable nature of research skills and include courses that are designed to encourage researchers to consider how they might use those skills in different contexts.	To build on the alternative careers section of the development programme by involving careers specialists more.	Researcher Development Manager	A new Researcher Development Manager was appointed in 2017 with an explicit remit to add a stronger careers and mental well-being focus to the Skills Development Programme. This was reflected in a number of additional career-oriented and mental health sessions in the 2017/18 programme.
3.3	Employers, funders and researchers recognise that researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in whatever field they choose to enter.	<p>There is a wide ranging skills development programme available to researchers at UWE which has been designed to deliver workshops on many of the competency areas set out in the Researcher Development Framework.</p> <p>Skills development is also provided through the Researchers' Forum events.</p> <p>UWE has an institutional subscription to the Vitae Researcher Development Framework Planner.</p> <p>Development opportunities available at UWE have been mapped to the RDF within the planner.</p> <p>The Researchers' Forum revisits many topics on career development,</p>	<p>Continue to review the development programme from direct feedback from the courses, via the CROS and via the research staff representative network</p> <p>Commit to subscribe to the RDF Planner beyond July 2016</p> <p>Review the development opportunities offered under the</p>	<p>Researcher Development Manager</p> <p>Pro Vice Chancellor (Research & Business Engagement)</p> <p>Researchers' Forum Planning</p>	<p>Annual review and refreshment of skills development undertaken on the basis of feedback, evolving priorities and complementarity with other available opportunities.</p> <p>Institutional subscription to the Vitae Researcher Development Framework Planner renewed.</p> <p>A major review of research development opportunities was undertaken by a Working Group chaired by Associate Dean (Research). This generated a range of recommendations aimed at enhancing skills development opportunities available to research staff, including the appointment of a new additional post to support research skills development– see Highlight</p>

		e.g. balancing teaching and research roles.	auspices of the Researchers' Forum	Group	report.
3.4	All employers will wish to review how their staff can access professional, independent advice on career management in general, particularly the prospect of employment beyond their immediate discipline base, or offering training and placements to broaden awareness of other fields and sectors.	<p>The <u>Researchers' Forum events</u> provide the space to run development activities on the broader theme of career development for researchers.</p> <p>All staff have access to workshops which are offered by the UWE. These include 'How get the job that you want' and 'Interviewing skills - for interviewees'. These workshops are offered throughout the year.</p>	<p>To review and expand the provision of opportunities to encourage research staff to consider broadening their career horizons</p> <p>Review this provision as part of <u>Performance 2020</u></p>	<p>Researchers' Forum Planning Group</p> <p>Organisation & Learning Development Manager, HR</p>	<p>See above.</p> <p>All UWE staff now also have access to an annual careers discussion via our Employee Assistance and Wellness provider</p>
3.5	Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies should assist researchers to make informed choices about their career progression by ensuring that their own policies and processes for promotion and reward are transparent and clearly stated and that all researchers are aware of local and national career development strategies.	<p>The <u>Researchers' Forum</u> provides the opportunity for research staff to consider career development in a broader sense and to discuss those options with their peers from other subject areas as well as hear from senior researchers about their own career pathways</p> <p>Researchers receive communications from <u>Vitae</u> regarding opportunities for them to engage in workshops or courses run on national basis.</p>	<p>Researchers' Forum Planning Group to review the topics covered to ensure that broader career choices are included</p> <p>Request metrics from Vitae on registrations from UWE to the Vitae website to assess whether researchers are taking advantage</p>	<p>Researchers' Forum Planning Group</p> <p>Researcher Development Manager</p>	<p>As above - a stronger careers focus has been introduced into to the Skills Development Programme, including sessions on 'Women and Careers in Academia and elsewhere', 'You are an enterprising researcher' (focussing on start-up businesses) and 'Smooch it! Designing for Your Wholesome Life' focussing on career ambitions and work/life balance).</p>

3.6	Employers should provide a planned induction programme for researchers, on appointment to a research post, to ensure early effectiveness through the understanding of the organisation and its policies and procedures. They should also ensure that research managers provide effective research environments for the training and development of researchers and encourage them to maintain or start their continuous professional development.	<p>37% of respondents in CROS 2015 stated they had not been offered an institutional induction.</p> <p>All staff are invited to attend the Welcome Fair that is offered quarterly to all new starters with 229 attending in 2015. Researchers therefore attend this event with other UWE staff. Feedback is reviewed regularly to make sure that this remains relevant and useful.</p> <p>Researchers are also invited to have a 'stand' at the Fair demonstrating an aspect of UWE research in order to raise awareness for all and showcase research to staff.</p>	<p>Review the content and update for 2016. The induction programme has been completely refreshed with good feedback from participants and strong attendance.</p> <p>Roll out a <u>new online induction</u> to give staff access to comprehensive information about the University in an accessible format.</p> <p>Monitor feedback from research staff regarding their perspective of induction via CROS and research staff representative network.</p>	<p>Human Resources</p> <p>Learning and Development Centre</p> <p>Human Resources</p>	<p>41% of research staff were not offered an institution-wide induction programme (CROS 2017), although many undertake "local" induction.</p> <p>Completed roll out a <u>new online induction</u> to give staff access to comprehensive information about the University in an accessible format.</p>
3.7	Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practice those skills. For example, researchers may be given the	The Researcher Development Framework is being rolled out to all researchers with the skills development programme being mapped to it.	Use the researcher development framework to audit the skills development offering across the whole institution.	<p>Researcher Development Manager</p> <p>Researchers'</p>	Of the UWE users of the RDF Planner, 30% are staff with the remainder being doctoral students.

	opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.		Advertise the availability of the RDF Planner more widely	Forum	
3.8	Employers also should provide a specific research career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers. All researchers should be familiar with such provisions and arrangements.	<p>There are a number of different mentoring schemes in operation at UWE.</p> <p>The <u>Women Researchers Mentoring Scheme</u> is an annual scheme that is supported and monitored by Research, Business & innovation</p> <p>The Faculty of Health and Applied Sciences research mentoring scheme supports research careers for researchers across the faculty.</p> <p>All new staff are given a mentor to work with during their probationary period.</p>	Develop and roll out a Mentoring Framework as part of the People and Performance 2020 strategic programme designed to identify and support mentoring provision.	<p>Human Resources</p> <p>Research, Business & Innovation</p> <p>Human Resources</p>	<p>A new database is being set up to underpin cross university mentoring. Staff at all levels, including research staff, will be invited to take part (50 potential mentors have already been identified - March 2018).</p> <p>The <u>Women Researchers Mentoring Scheme</u> continues to be run on an annual basis with outcomes and feedback monitored by Research, Business & innovation</p> <p>The Diversity Mentoring exchange (previously diversity mentoring scheme) enables mentors and mentees to better understand diversity issues.</p>
3.9	Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity, so far as is possible within the project. It should be stressed that developmental activity can often have a direct impact on the success of the project, by distributing work, taking advantage of individual strengths and talents, and increasing the skill and effectiveness of researchers in key	<p>The focus of the performance development review is to engage in professional development activities in areas discussed between manager and staff member.</p> <p>Research staff are also encouraged directly by Research, Business & Innovation to attend skills development activities via e-mail, web events page and especially via</p>	<p>Check staff PDR completion rates and cross check via CROS</p> <p>Monitor uptake of research staff to the opportunities provided using the data captured from</p>	Research, Business & Innovation	83% of UWE respondents to CROS 2017 indicated that they had participated in a Performance & Development Review. This was up from 74% in CROS 2013 but slightly down on 84% in CROS 2015.

	areas such as writing for publication or communicating with a wider audience. Funding bodies acknowledge that the training of researchers is a significant contribution to research output and they encourage employers and mentors to adopt these practices.	the <u>Researchers' Forum</u> .	registrations broken down by department.		
3.10	Researchers should be empowered by having realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices at the appropriate times. Employers should introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is important that researchers have access to honest and transparent advice on their prospects for success in their preferred career.	See 3.9	Continue to review the number of research staff engaging in the performance and development review process.	Human Resources	
3.11	Employers will wish to ensure that development activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not duly disadvantaged when moving from one employer to another.	Research staff are offered access to development opportunities in teaching and learning. The Foundation course in Learning and Teaching is offered to all staff who have some teaching but for whom teaching is not normally the main part of the role. The introductory Postgraduate	This is a key strand of the Learning 2020 strategic programme – reviewing how staff are appropriately equipped to deliver excellent teaching.	Academic Practice Directorate	Following the establishment of the Academic Practice Directorate in 2016, the University has reviewed its training provision for staff new to academe, including research staff. As a result it is in the process of developing a new Academic Practice Apprenticeship which is intended to provide a framework for academic development with routes for both teaching and research specialisms. This will initially sit

		<p>Certificate in Teaching and Learning offered by the Department of Education is available for staff who are responsible for delivering some teaching (at least 40 hours per year) as part of their role. Completion leads to the award of Associate Fellow, Higher Education Academy.</p> <p>Additionally there is a more formal Postgraduate Certificate in Learning and Teaching in Higher Education which leads to Higher Education Academy (HEA) recognition.</p>			<p>alongside the Postgraduate Certificate but is likely to supersede it as the chief route for staff into recognition by the Higher Education Academy.</p>
3.12	Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development, suitable training and support is provided.	See 3.11. Also see the profiles for Research Associate, Research Fellow & Senior Research Fellow			
3.13	Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation and management committees.	The Researchers' Forum is one of the main research staff representative channels. The planning group is comprised of research staff representatives & staff from relevant professional services and is convened by one of the Associate Deans (Research) who directly reports into the Research Strategy Implementation Group.	The UWE Researchers' Forum has run for 10 years. The format and constitution of the planning group is reviewed regularly to ensure that it is still fit for purpose as we implement the Research 2020 strategy	Researchers' Forum Convenor	The constitution and purpose of the Researchers Forum has been reviewed and refreshed. Research staff representatives from each of the four Faculties remains core to the constitution. Representatives of research staff are also members of the University and Faculty Research & Knowledge Exchange Committees.
3.14	Mentoring arrangements should be supported by employers as a key	A mentoring scheme is offered to all UWE staff. See also 3.8		See above	See 3.8 – there are various mentoring schemes dedicated to the support and

	mechanism for career development and enhancement.				development of researchers and work is underway to further promote these.
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Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning					
	Clause	Evidence for current compliance	Actions	Lead	Progress 2016-18
5.1	Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.	<p>The standards expected of all Researchers are clearly set out on the advice provided by Research, Business & Innovation. Researchers are clearly directed on how to seek advice on ethical approval for research projects.</p> <p>UWE has published its own Code of Good Research Conduct supported by a Research Governance Team who offer specialist advice.</p>	Integrate research governance requirements into the core researcher development programme	Research Governance Manager	Research Governance is embedded as a key element of the core researcher development programme.
5.2	Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole.	Research, Business & Innovation offer tailored support to researchers on technology transfer and other forms of knowledge exchange.	Incorporate sessions on working with enterprise, commercialisation and impact of research in society offered by the Research and Business Development team into the core researcher development programme	Researcher Development Manager/ Intellectual Property Manager	Sessions on working with enterprise, commercialisation and impact of research in society, provided by RBI, and on mental health, well-being and resilience have been added into the core researcher development programme.
5.3	Researchers should recognise their	Specific processes relating to ethics	Review	Research	A new Research Governance Officer (at

	responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge	and governance are comprehensively laid out including UWE Code of Practice for the Conduct of Research	institutional support for research governance and ethics and appointed a Manager and Officer to oversee research governance at UWE. Pilot the use of two online modules on research integrity and safeguarding children	Governance Manager	postdoctoral level) has been appointed alongside the RG Manager to add further capacity to the support and advice provided to researchers on various aspects of governance. On-line Research Governance training has been developed, piloted and is due for introduction in 2018/19
5.4	Researchers should also 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.	The Academic Career Pathways framework has this information clearly laid out as well as the criteria for progressing through the grades		Organisation & Learning Development Manager, HR	Feedback received about career development from CROS has been incorporated into the Performance 2020 review of career pathways
5.5	Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly, they should identify training needs and actively seek out opportunities for learning and development in order to further that career and take personal responsibility for their choices. Research managers and employers	The emphasis on proactivity by researchers regarding their own career development opportunities is one of the overarching themes of the Researchers' Forum and is regularly reinforced at Forum events.	Review the role that the Researchers' Forum plays in promoting the proactivity in Career Development	Researchers' Forum Planning Group	The constitution and purpose of the Researchers Forum has been reviewed and refreshed, and its role in promoting career development had been reinforced.

	also have a responsibility to provide honest advice and appropriate structures, and to equip researchers with the tools to manage their own careers. Research managers should encourage research staff under their supervision to attend appropriate training and career development courses and events.				
5.6	Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated throughout the year in discussion with their research manager and mentor, and that they commit themselves fully to all such activities. Researchers are encouraged to record their Personal Development Planning (PDP) and CPD activities, a log of which may be presented to current and future employers as appropriate.	Career development requirements are an integral part of the Performance and Development Review process.	To consider how to embed the principle of time allotted to career development activity within a researchers' contract of employment – this is part of the Talent Management project for Performance 2020	Organisation & Learning Development Manager, HR	See PDR statistics noted above.

E: DIVERSITY AND EQUALITY

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

<i>Clause</i>	<i>Evidence for current compliance</i>	<i>Actions</i>	<i>Lead</i>	<i>Progress 2016-18</i>
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6.1	<p>The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion. It also requires public bodies to take positive steps to promote equality, based on evidence and priorities, and to develop specific schemes and action plans related to gender, race and disability to address specific issues of underrepresentation or lack of progression.</p>	<p>Human Resources have comprehensive information on all matters relating to <u>equality & diversity</u> in a single point to emphasise the importance of equality and diversity in everything that we do as an institution.</p> <p>This is illustrated by the Single Equality Scheme that brings together and builds on previous equality schemes and sets out <u>our objectives</u> across all areas of work.</p>	<p>Review staff perceptions of the equality and diversity strategy at UWE via staff survey, CROS and through feedback from the staff network groups.</p>	<p>Equality and Diversity unit</p>	<p>Data on the protected characteristics of research staff has been shared in order to inform practice and policy in the future and address any under-representation.</p> <p>A Race Equality Task Force has been set up with a view to submitting an application for the Race Equality Charter Mark in 2020.</p>
6.2	<p>As is the case for society as a whole, UK research will benefit from increasing equality and diversity in the recruitment and retention of researchers. The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.</p>	<p>The recruitment policy operated is compliant with the relevant legislation and has <u>been assessed for its equality impact</u>. This has been published on the University intranet.</p>	<p>Monitor equality groups in the staff compendium each year</p>	<p>Equality and Diversity Management Group</p>	<p>Recruitment practices have been reviewed in order to ensure that the wording of adverts is more gender neutral.</p>
6.3	<p>It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups. We strongly recommend that all members of the UK research community actively address the disincentives and indirect obstacles to retention and progression in</p>	<p>See above. Equality and diversity data <u>are monitored by the institution in consultation with relevant staff network groups</u> representing each equality group</p>	<p>No further actions identified</p>		

	research careers which may disproportionately impact on some groups more than others.				
6.4	Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the “early career” period may be prolonged, and this may be a time where the risk of attrition from the research path is most acute. Working conditions should allow both female and male researchers to combine family and work, children and career.	Flexible working arrangements are in place for all staff including research staff. <u>More info can be found here</u> The University also has a flexible working policy which is published by Human Resources.	No further actions identified		
6.5	It is important for employers to respond flexibly to requests for changed work patterns and to resist instant refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently	See 6.4			
6.6	Funders should continue to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as	Arrangements are in place with the main funders of research to cover periods of parental and adoption leave in line with national legislation.	No further actions identified		

	maternity leave.				
6.7	Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages. Diversity should be reflected on selection and evaluation committees. What is 'representative' will vary according to the nature of the institution and the academic research subject, but institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below.	Gender, ethnicity and disability equality targets are monitored annually and reported to the <u>Equality & Diversity Forum</u> . Equality related information is published annually in the <u>University Staffing Statistics report</u> .	<u>Publish target KPIs</u> as part of UWE's Single Equality Scheme under auspices of a Single Equality Task Force.	Human Resources	Staffing statistics report in May 2018 has identified research staff separately as a cohort. A BME leadership development scheme has been designed and implemented to support the career progression of BME academics and professional staff. The scheme aims to equip BME staff with knowledge, skills and a mindset consistent with a successful leader, as well as enabling networking of BME leaders across the University
6.8	Account should also be taken of the personal circumstances of groups of researchers. Examples would include researchers who have responsibility for young children or adult dependants, researchers for whom English is not a first language, older or younger researchers, or researchers with disabilities and long-term health issues. Employers and funders should change policies or practices that directly or indirectly disadvantage such groups	One to one meetings with managers should pick up changes in personal circumstances. HR is involved in the work related to the Researchers Forum where such issues may also be identified. Any issues are raised and discussed at the Research Review and Progression Panel as appropriate to determine the approach to be taken and any further support needed	No further actions identified		

6.9	All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties.	The University has a Dignity at Work policy which all staff and managers are expected to implement. There are also University Dignity at Work Advisers available to support staff and managers.	To continue to monitor researchers views on discrimination through CROS.	Researchers' Forum Planning Group	More than ¾ (76%) of UWE researchers in CROS 2017 reported that they had not felt discriminated against. Research staff reported the lowest level of bullying/harassment in the workplace of all staff groups at UWE.
6.10	Employers should also consider participation in schemes such as the Athena SWAN Charter, the Juno Project and other initiatives aimed at promoting diversity in research careers.	<p>UWE became a member of Athena Swan in February 2012. UWE applied for and were awarded a bronze award in April 2013 for the institution and for the Department of Biological, Biomedical and Analytical Sciences.</p> <p>The Department of Engineering, Design and Mathematics achieved a bronze award following an application in November 2014 A joint application in April 2014 by the departments of Nursing and Midwifery along with Allied Health Professions resulted in a Bronze Award.</p> <p>The department of Health and Social Sciences submitted an application in November 2015 and are awaiting the outcome.</p> <p>A webpage with all current submissions and awards can be found here</p>	To continue the work of the University Athena Swan Self-Assessment Team in encouraging departments to prepare and submit applications	<p>University Athena Swan Self-Assessment Team (SAT) and departmental Self-Assessment Teams</p> <p>University Self Assessment Team</p>	<p>Institutional Athena Swan Bronze was re-awarded to UWE under the expanded charter in 2017. Department of Applied Sciences had its bronze award renewed in 2017. Department of Health and Social Sciences, and Departments of Nursing and Midwifery/Allied Health Professions (jointly) gained bronze awards in 2017.</p> <p>Two further submissions have been made; Department of Engineering, Design and Mathematics (renewal) Departments of Geography and Environmental Management and Architecture and Built Environment (new, joint application).</p>

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

	<i>Clause</i>	<i>Evidence for current compliance</i>	<i>Actions</i>	<i>Lead</i>	<i>Progress 2016-18</i>
7.1	The implementation of the Concordat's principles will lead to greater integration of researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.	The university has established a working group to oversee the implementation of the concordat. It is comprised of the Researchers' Forum Convenor, Researcher Development Manager, Organisation & Learning Development Manager, HR and four research staff representatives.	Ongoing monitoring of progress	Chair of Researchers' Forum convenor	Has met twice a year, most recently in March 2018.
7.2	The signatories agree: a. to constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation of the funders and sector bodies including the Professional Institutions. This group will inform the UK Research Base Funders' Forum of progress. b. to procure an independent benchmarking study to assess the state of the sector at the launch of this Concordat. c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report. d. to draw up an	Monitoring of Concordat implementation is overseen by the working group mentioned in 7.1 which gathers relevant information from a number of sources: - Consultation with the Research Staff through the Researchers' Forum - CROS survey - UWE staff survey	Sharing of practice and information from the Researchers' Forum as widely as possible through the research staff website . Undertake and analyse CROS survey 2017 and UWE Staff Survey 2017 and engage with researchers	Researchers' Forum Planning Group	Analysis undertaken of CROS survey 2017 and UWE Staff Survey 2017, and presented to Researchers' Forum (May 2018). Analysis considered and is informing future plans.

	<p>implementation plan for the Concordat, to ensure a coherent and sustained approach by organisations operating in the sector and the appropriate use of survey and monitoring tools such as the Careers in Research Online Survey (CROS). e. to undertake and publish a major review of the implementation of the Concordat after three years reporting to the signatories and taking account of progress against the benchmark report and the views of researchers and employers (both outside and within the HE sector).</p>				
7.3	<p>The signatory funders will ensure that their terms and conditions of, for example, project grants include the expectation that the Research Organisations that they fund will adopt the principles of the revised Concordat.</p>	n/a	No action required		
7.4	<p>The signatories recognise the value of innovation in practices and of sharing practice between institutions and aim to promote these throughout the implementation and review process. The funding signatories will consider aligning their support for transferable and career development skills. It is expected that Vitae, the national programme dedicated to</p>	<p>UWE is a subscriber to Vitae to augment the provision of development resources for researcher, supervisors and staff supporting researchers.</p>	<p>Renew subscription to Vitae</p>	<p>Pro Vice Chancellor (Research and Business Engagement). Researchers' Forum Planning Group</p>	<p>Subscription renewed.</p>

	realising the potential of researchers, funded by the Research Councils, will play a major role in innovating, sharing practice and enhancing the capability of the sector to implement aspects of the Concordat, as well as establishing strategic partnerships between funders.				
7.5	Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the co-ordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the Concordat, significant emphasis will be placed on the use of existing data and information sources and on the sharing of good practice between institutions and to provide evidence of its impact.	<p>CROS provides some of this data. Additional data under this heading can be found in the staffing statistics and Athena Swan Action Plans</p> <p>CROS data analysed and compared, where appropriate, to previous surveys and national aggregate data, and discussed at Researchers' Forum event.</p>	<p>Participate in CROS to maintain the monitoring of researcher careers at UWE</p> <p>The Equality & Diversity Unit regularly publish data to monitor progress under the Single Equality Scheme</p> <p>Update the Athena Swan pages with departmental submissions and action plans as they become available</p>	<p>Researchers' Forum Planning Group</p> <p>Equality and Diversity Unit</p>	<p>CROS 2017 data (and UWE Staff Survey data) is analysed and compared to previous surveys and national aggregate data. The data is shared with the Researchers Forum and more widely, and feedback collected to inform further development activities (see above)</p> <p>Athena Swan pages are updated regularly with departmental submissions and action plans as they become available.</p>