

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:
	A. Recruitment and Selection					
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. Recognition and Value					
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 Trent 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	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 - HR/Research Development and additionally, consider the expansion of the Grad Cert in Career Skills to include Staff as well as Doctoral Research Students	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 ffer			

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.

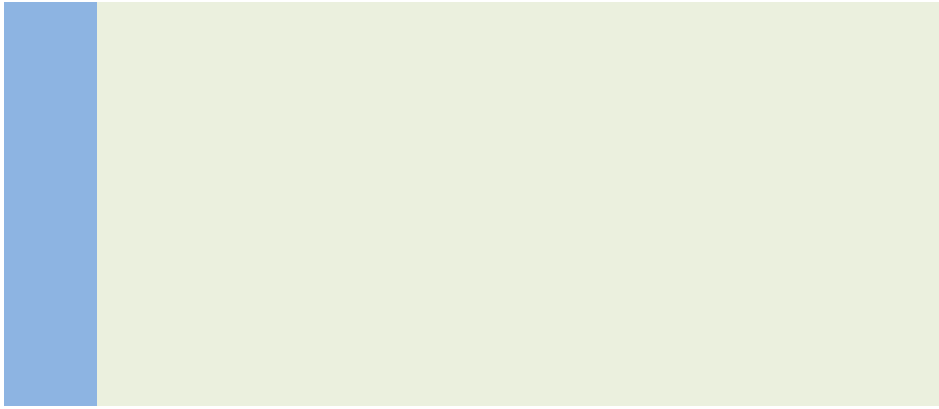
Maintain current position

Research Development
Manager/HR

C5

Clear systems that help researchers to plan their career development

See C4 above



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 - HR/Research Development 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

D1&2

D. Researchers Responsibilities



E2	<p>5. Diversity and Equality</p> <p>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</p>	<p>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</p>	<p>Maintain current position All</p>	<p>On-going with review as appropriate</p>	<p>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</p>
E3	<p>Address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately affect some groups</p>	<p>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.</p>	<p>Maintain current position All</p>	<p>On-going with review as appropriate</p>	<p>As per previous audit. Also, the University is undertaking focus groups and surveys to understand individual experiences more effectively</p>
E4	<p>Respond flexibly to requests for changes to working patterns and resist instant refusals based on 'we don't do it this way here'</p>	<p>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.</p>	<p>Maintain current position All</p>	<p>On-going with review as appropriate</p>	<p>A 180.86 55.68 reW^hBT/F2 7.08 Tf1 0 0</p>

F2	<p>6. Implementation and Review</p> <p>Undertake regular review of progress in implementing the principles of the Concordat via a Steering Group</p>	<p>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.</p>	<p>Maintain current position CIG/All</p>	<p>On-going with review as appropriate</p>
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