

## Action Plan(Concordat Implementation Strategy)2017-19

This Action Plan builds on previous action plans from 2011 and 2017. These plans can be found at:

<http://www.brunel.ac.uk/about/administration/policiesandotherimportantdocuments>

A: RECRUITMENT AND SELECTION			
Principle 1: Recognition and the importance of recruiting, selecting and nurturing researchers with the highest potential to achieve excellence in research.			
Concordat clause and proposed action	Lead by	Timescale	Success Criteria / Outcome(s)
A.1.3 Research posts should only be advertised on a fixed-term post where there is a recorded and justifiable reason. Also see B.2.2	HR Director / Senior Business Partners	Quarterly monitoring via RCIG.	We will demonstrate consistent and justifiable use of fixed-term appointments across the University.

A.1.4 To assure fairness, consistency and the assessment of the candidates' potential, recruitment and progression panels should demonstrate 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 recent training. Unsuccessful applicants should be given appropriate feedback if possible this may be of assistance to the researcher in considering their further career development.

Also see B.2.6

(Aligned to AS action 4.5)

Although exit interviews are conducted with all staff leaving the University, it has been difficult to capture the next destinations of the researchers that have left or moved into other roles within the University. Therefore, we will strengthen the exit process for research staff, to include exit interviews.

<ul style="list-style-type: none"> <li>(b) Complement external agency with improved leaver processes and follow up post TIGER implementation.</li> <li>(c) Feedback quantitative and qualitative trends to EO &amp; HR Committee.</li> <li>(d) Request researcher sub-group data from the above and feedback to RCIG to inform further actions if required.</li> <li>(e) Adapt the Academic Lifecycle so that a corresponding Researcher Lifecycle exists for all research staff – to inform recruitment, performance review and promotions.</li> </ul>			
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A.1.5 The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the HR, BRICS, RCIG and grading arrangements of the research organisation.

A review of researchers' job titles and pay grades suggests inconsistencies in determining pay and grade across different projects.

We will

- (a) Systematically review how pay and grade is determined for researchers recruited to project grants to ensure consistency.
- (b) Produce a 'Guide on the use of Names for Researchers' to assist decisions related to this.

<p>(a) Actively monitor sector (best) practice in relation to fixed-term contracts (with particular reference to the S10 group).</p> <p>(b) Explore options for reducing fixed term contracts (FTC) whilst remaining financially sustainable and explore options for converting FTCs to open-ended contracts where possible and where the funding pipeline is strong.</p> <p>(c) Report findings and recommendations to EO &amp; HR Committee</p>			
<p>B.2.3 Research managers should be required to participate in active performance management, including career development and supervision of those who work for their teams. Employers should ensure that research managers are made aware of 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 research managers' performance in these areas is developed, assessed and rewarded effectively this supports good research management.</p> <p>We will</p> <p>(a) Consider different communication options with PIs to clarify researcher management responsibilities</p> <p>(b) Explore adapting the performance checklist for research leaders and PIs to include explicit reference to researcher management expectations.</p> <p>(c) Enhance the PI checklist, to be given out to all PIs on receipt of grant and to include explicit guidance on responsibilities to research staff.</p> <p>(d) Establish a charter to be signed by research staff and their managers in agreement to shared expectations and responsibilities.</p>	<p>RCIG, Senior HR, Business Partners, College Directorate</p>	<p>(a) Ongoing activity from Nov 2017 – 2019</p> <p>(b) Jul 2018</p> <p>(c) Jan 2018</p> <p>(d) Jan 2019</p>	<p>(a) There is better understanding amongst PIs of their responsibilities in relation to the management of research staff as demonstrated by improved staff feedback.</p> <p>(b) Discussion with senior management and HR in relation to performance indicators for research leaders.</p> <p>(c) Checklist enhanced to include specific guidance on research staff management and circulated.</p> <p>(d) An agreed set of expectation and responsibilities is drafted for a new Charter, following consultation with research staff and their managers / PIs.</p>
<p>B.2.4 Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants schemes for supporting time between grant funding, or systems for redeploying researchers within organisations where resources allow. Funders are expected to make it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective</p> <p>We will</p> <p>(a) Review the redeployment process for research staff</p> <p>(b) Introduce a more structured and active redeployment process for research staff.</p> <p>(c) Create a database of researchers' skills to facilitate better matching of new project requirements to potential internal opportunities.</p>	<p>HR Directorate, BSDO</p>	<p>Jan – Oct 2018</p>	<p>(a) Redeployment process reviewed.</p> <p>(b) Changes to process proposed and circulated for consultation and approval.</p> <p>(c) Database of skills created and researchers invited to populate with their data (subject to approval after consultation).</p>
<p>B.2.5 Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant unions and the employers nationally and</p>	<p>DVC (AA&amp;CE), Senior HR</p>	<p>(a) Sept– Dec 2017</p>	<p>(a) Research staff consulted about promotions criteria.</p>

<p>locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework (And C.3.5)</p> <p>We will</p> <p>(a) Continue to consult with research staff on the regular review and update of promotion criteria</p> <p>(b) Complete review of promotions criteria.</p> <p>(c) Introduce appropriate promotions criteria for research staff.</p> <p>(d) Monitor applications from researchers to the promotions panel and corresponding outcomes.</p>	<p>Business Partner, RSA</p>	<p>(b) Apr 2018 (c) Jun 2018 (d) Annual monitoring Sept 2018; Sept 2019</p>	<p>(b) Review completed and proposed changes circulated for consultation.</p> <p>(c) Changes introduced and communicated to research staff</p> <p>(d) Number and outcome of applications monitored for the review period.</p>
<p>B.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 effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies. (And C.3.10)</p> <p>We will</p> <p>(a) Increase participation in PDR / appraisal</p> <p>(b) Communication and engagement of researchers' line managers to ensure all researchers are offered PDR /appraisal</p>	<p>HR / POC / RSA</p>	<p>(a) Dec 2017; Dec 2018 (b) Jun 2019</p>	<p>(a) Year on year increase in PDR completion rate across the institution.</p> <p>(b) Increase in percentage of research staff (CROS 2019) invited to complete PDR and completing PDR.</p>
<p><b>C: SUPPORT AND CAREER DEVELOPMENT</b></p> <p>Principle 3 : Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.</p> <p>Principle 4: The importance of researchers' personal career development, and lifelong learning is clearly recognised and promoted at all stages of their career.</p>			
<p>Concordat clause and proposed action</p>	<p>Lead by</p>	<p>Timescale</p>	<p>Success Criteria / Outcome(s)</p>
<p>C.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 ensure that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.</p> <p>We will</p> <p>(a) Provide better support for supervisors / PIs (those managing researchers) so that they are aware of a breadth of career options for researchers and are better able to signpost them to appropriate resources and expert careers advice.</p>	<p>PDC (Careers), Graduate School, Alumni Office</p>	<p>(a/b) Jan – Feb 2018 (c/d) by Sept 2018</p>	<p>(a) Review of current provision to inform clearer signposting to expertise and resources (internally and externally).</p> <p>(b) Current employer events / provision reviewed to determine appropriateness for researchers.</p> <p>(c) Provision expanded to cover career opportunities outside academia and to include talks from alumni and industrial research partners.</p> <p>(d) Requirements reviewed, and if appropriate, a case made to the University for the appointment of a dedicated careers</p>

<ul style="list-style-type: none"> <li>(b) Explore availability of Careers events with employers for researchers and promote to researchers.</li> <li>(c) Create a forum for careers outside academia to enable researchers to actively engage with alumni and expert expertise through information sharing events.</li> <li>(d) Appoint dedicated p-t careers advisor with explicit remit for researchers, to contribute to Graduate School's Researcher Development Programme.</li> </ul>			<p>advisor for researchers to support developments and provision in this area.</p>
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C.3.3 Employers, funders and researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. There is well as the necessary training and appropriate skills, competencies and understanding out a funded project, researchers also need support to develop communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in what they choose to enter.

We will

- (a) Increase the number of PGR students linked to industrial partnerships.
- (b) Enhance the RDP to include an annu



(b) Promote the online course University and College Teaching for researchers			
C.3.14 Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.  We will (a) Identify mentorship opportunities and promote opportunities for researcher participation. (b) Engage researchers in mentor training.	HR (Staff Development), GS	(a) Review: Jan 2019  (b) Mar 2018	(a) More researchers informed about mentorship opportunities and engaged in central programme as mentors or mentees.  (b) Mentor training workshop run for researchers.
D: RESEARCHERS' RESPONSIBILITY			
Principle 5: Individual researchers share responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.			
Concordat clause and proposed action	Lead by	Timescale	Success Criteria / Outcome(s)

D.5.2 Researchers should develop their capability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the 1(e)s 143-3.8(p3-18.0067.6(p)-3 g 0 Tw.38tb Out)Tj au0 Tw.38tb Out)Tj au0 Tw.38tb 52 526.07d konom T.T8(p)6sNSIB aTw.38tb3 re

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<p>E.6.3 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 research careers which may disproportionately impact some groups more than others.</p> <p>We will:</p> <p>(a) Develop guidance on the use of named researchers on grant applications and monitor usage.</p> <p>(b) Conduct a focus group with BME researchers to further explore issues raised within local CROS 2017 survey and to better inform specific actions around intersectionality.</p>	<p>AS Coordinator E&amp;D</p>	<p>(a) Ongoing development; complete draft Jul 2018. (b) Focus group Oct 2018 Ongoing activity</p>	<p>(a) New guidance on the use of named researchers on grant applications drafted and approved. (b) Focus group conducted and outcomes reported to RCIG and E&amp;D.</p>
<p>E.6.7 Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including post-doctoral and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and 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 any particular group to any given level should reflect the percentage in the available pool at the level immediately below.</p> <p>We will:</p> <p>Implement a mechanism of regular collection and analysis by gender and race on University boards and committees (e.g. College Management Boards) (associated AS action 5.31).</p>	<p>AS Coordinator E&amp;D</p>	<p>On-going monitoring</p>	<p>Committee membership reviewed and analysed by gender and race, with data reported to RCIG.</p>

F: IMPLEMENTATION

Principle 7: The sector and all stakeholders will undertake regular and credible review of their progress in strengthening the attractiveness and sustainability of research careers in the UK./

We will:

