Action Plan for the Implementation of the Concordat to Support the Career Development of Researchers at the University of Hull

The following Action Plan demonstrates the actions and achievements of the University to date arising from a gap analysis based on the seven principles of 'The Concordat to Support the Career Development of Researchers' to which practice should be aligned and offers a focus for maximising the potential and effectiveness of the University's research staff.

Abbreviations:
CSG Concordat Steering Group; CROS Careers in Research Online Survey; ECU Equality Challenge Unit; FEC Full economic cost; FTC Fixed term contract; HoD Head of Department; HR Human Resources; KE Knowledge Exchange; PI Principal Investigator; PIRLS Principal Investigators and Research Leaders Survey; REF Research Excellence Framework; RFO Research Funding Office; R&S Recruitment and selection; SD Staff Development; SDU Strategic Development Unit; EMG Executive Management Group; UREC University Research and Enterprise Committee

NB. Comments in italics come from the local results of the Careers in Research Online Survey (CROS) and Principal Investigators and Research Leaders Survey (PIRLS) surveys which ran nationally in the spring and early summer of 2011.

Principle 1: RECRUITMENT AND SELECTION Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research				
Sub principle	Action	Lead Responsibility	Departmental Actions	Timescale
1. All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution	Ensure all members of Recruitment and Selection (R&S) panels have attended mandatory diversity and recruitment and selection training. University R&S policy requires recruitment on merit. Online Recruitment and Selection training is available through SD.	HR	Monitored by HR for each recruitment	Annual Review of compliance by HR – 31/12/11
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 of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.	Include guidelines on the recruitment of research staff within the online Recruitment and Selection training for all staff. Use HERA job profiles for researchers as a basis of recruitment documentation. Review the practice of appointing "named researchers" and consider developing good practice guidelines to inform the process. *The data from CROS 2011 indicated that progress had been made since 2009 as more applicants at Hull were supplied with a job description and with details of the specialist research skills required for the post.*	HR/Staff Development Head of HR Operations/ Research Office HR	Completed By end March 2012 Research Office staff to brief PIs/managers of researchers on the Concordat to ensure they are aware of their responsibilities at point of application for funding	Annual Review of effectiveness 31/12/11 End of March 2012 Summer 2012
3. Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason.	Review the use of fixed term contracts to ensure appropriate and minimal use in line with the Fixed Term Employee Regulations and University Policy on the use of Fixed Term Contracts.	Head of Employee Relations/HR Advisers and regular meetings to consult with the Unions	HoD/PI to discuss contracts with HR Adviser at point of completing Staff Request Form	At each selection and by Annual Review – 31/12/11

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.	Ensure best recruitment practice as set out in R&S policy. Online Recruitment and Selection training is available through SD.	Chairs of Panels and HR.	Monitored by HR	Annual Review – 31/12/11
	Chairs of selection panels to attend enhanced R&S training	Chairs	Monitored by HR	Annual Review – 31/12/11
	Provide a guide for all candidates for research posts giving information on how to access feedback on performance at interview	HR		Annual Review – 31/12/11
	A greater proportion of researchers at Hull have been interviewed by an interview panel comprising members from across the Department or from across the Institution than in 2009 (Hull CROS 2011 data).			
	PIRLS results from Hull indicated that recruitment and selection is the area of employment-related activity that colleagues are most confident about and where they are most satisfied with the support available to them (Hull PIRLS 2011 data).			
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.	Appropriate use of HERA role profiles.	HR/Research Funding Office		Equal Pay Review, Annual Review – 31/12/11 and Staff Survey 11/12

Principle 2: RECOGNITION AND VALUE
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.

Sub principle	Action	Lead Responsibility	Departmental Actions	Timescale
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.	Research staff on fixed-term contracts are not discriminated against in the availability of, or their access to, career development opportunities. Research Staff have access to development opportunities provided through Staff Development.	SD/HR	SD to promote online access to programme.	Annual SD Review 02/12
	All staff at the University are required to undertake Equality and Diversity training every 3 years to maintain their awareness.	SD/EMG	Deans/HoDs ensure compliance	Quarterly data returns from SD to EMG and Deans.
	Researcher's role to be clarified and expectations defined within the project, research group and wider research programme including any requirements and regulations of the funding body and university and researchers to undergo mandatory training.	PI/Manager	HoDs to ensure researchers undergo mandatory training	Standing agenda item for new CSG.
	The University's Action Plan for the Implementation of the Concordat has been approved by the University Research and Enterprise Committee (UREC; 26th September 2011) and disseminated to the Faculties by UREC members.	UREC Secretary	UREC to monitor dissemination to Faculties	Review prior to first meeting of CSG by Jan 2012
	Data from CROS 2011 indicated that 79% of Hull research staff agreed that they were integrated into their departmental research community compared to 63% in 2009.			

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.	The University has a Policy on the use of Fixed Term Contracts (FTC) in place which is monitored in conjunction with Trade Union representatives at regular consultation meetings with HR.	PI/HoD/HR	Managers to ensure researchers have the opportunity to register for redeployment in line with University policy and that procedure and process for redundancy implemented.	Annual monitoring by HR
	Managers to be briefed on role and responsibilities for managing and ending fixed term contracts and managing the expectations of researchers.	HR/HoD		As above
	Researchers to be adequately prepared for the end of fixed term project including inclusion on the redeployment register. The University's Policy and Procedure on Redundancy, Redeployment and Outplacement describes expected practice. *CROS 2011 results for the University of Hull indicated that there had been a reduction in the number of researchers on FTCs in 2011 compared to 2009 (68% compared to 75% respectively)*	PI/HR	Depts to maintain records of meetings held between PI/HoD and researchers to discuss impending expiry of FTC	Explore mechanism to capture data by 31/12/11. PIRLS data
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	PIs/managers of researchers to hold regular project review meetings with researchers to discuss immediate individual development needs for delivery of project.	PI/Manager	HoD to ensure researchers undergo mandatory training	Ongoing – part of data collection for all staff
	Annual appraisal used to identify longer term development needs and fed into staff development plans and supported as appropriate	PI/Manager	HoD to ensure researchers have access to review meetings and appraisal	Annual Monitoring of appraisal by Faculties/HR
	Where research staff do not have PIs an academic adviser or mentor will be appointed to assume the provision of management and development advice	HoD	Appointed mentor to oversee researcher affairs	CROS data 2013

performance in these areas is developed, assessed and rewarded, and how effectively this supports good research management.	Use findings from local PIRLS 2011 to inform the provision of accessible development opportunities for PIs.	PIRLS-CROS steering group	HoD to encourage take-up of opportunities	SD annual review Feb 2012
	Seminars on sharing good practice in managing researchers to be held annually.	SD/PIRLS-CROS Steering Group		To be held in Semester 2 - spring 2012
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 it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective.	Consider what options are available to ensure continuity of employment where appropriate between grants and how to manage the "shortfall" from grants from charities and funders which don't recognise FEC	Head of Finance/EMG/ Deans	HoD to put forward a business case for bridging funds to maintain research staff contracts where retention is critical.	Will be considered on a case-by-case basis
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	The National Pay Framework Agreement and national role profiles are in place.	HR/EMG	Impact monitoring	Annual Equal Pay Review and Staff Survey Nov 2011
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,	Ensure Induction materials include links to career development information, including the Concordat and RDF, to take into account the needs of research staff. The Online Induction Toolkit now available with a section for managers of researchers	SD/HR and HoD		Completed

Completed |

effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.	Access to vacancies at the University promoted through the University website and through www.jobs.ac.uk	HR		
	There is an annual academic promotion round. HERA provides a framework for applications for re-grading. Area resourcing strategies are considered as part of the annual planning and budget round.		Faculty Executive to consider appointment and determine process if deemed appropriate.	HR to monitor, discuss data collation by 31/12/11

Principles 3 & 4: 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.

Sub principle	Action	Lead Responsibility	Departmental Actions	Timescale
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.	Researchers to be encouraged to access staff development opportunities offered at University level in order to develop transferable skills and encourage career and personal development and lifelong learning.	Managers	Managers to ensure researchers have access to SD programme and opportunities are highlighted.	Review of uptake by SD and report to CSG Jan 2012.
	In addition to local induction all new staff are invited to Central Induction and Induction materials are available online.	SD	Managers to ensure attendance at Central Induction	Completed

Annual review by SD 2/12 |
| | The Staff Development Office provides opportunities for research staff to participate in Vitae developed courses for researchers. | SD | | Ongoing – evaluation at annual SD planning day Feb 2012 |
| | *CROS 2009 data indicated that uptake of Central Induction by research staff was low. Since 2009 Staff Development has been contacting all new research staff with a specific invitation to Central Induction which appears to have been successful in encouraging attendance from researchers.*

SD offer the Vitae course 'How to be an Effective Researcher' and other appropriate opportunities. | SD | SD to promote opportunities to researchers | As above |

	SD maintain an email list of current research staff which is used to promote internal and external development opportunities	SD	SD to promote opportunities to researchers	Used in response to opportunities as they arise locally, nationally and from Vitae. List updated monthly by HR.
	CROS 2011 indicated that research staff at Hull showed a high level of awareness of policies that applied directly to them as individuals e.g. terms and conditions of employment, fixed-term contracts and equality and diversity.			
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.	Staff development opportunities tailored to research staff are offered at University level including the Vitae developed 'Broadening Horizons' delivered in conjunction with the Careers Service.	SD/Careers Service	SD to promote opportunities to researchers	Ongoing – evaluation at annual SD planning day Feb 2012
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	Awareness of the Researcher Development Framework to be promoted among PIs and Managers of researchers Encourage PIs/Managers to use the RDF as a career development tool in their appraisal/review meetings with research staff to raise awareness of skill development opportunities.	SD/CSG HR/HoD/PIs	SD to promote at events and CSG to consider other awareness raising activity. Managers to ensure researchers have access to SD programme and opportunities are highlighted	SD evaluation and agenda item for CSG. Annual review/appraisal. Information from CROS/PIRLS

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.	Develop an information pack for PIs including Vitae materials, the Researcher Development Framework, and web links to facilitate their management and development of researchers.	HR with HoD	PIs can access materials	Completed: to UREC 09/11
	All staff at the University have access to information and advice from the Careers Service	Careers Service	Unlimited access to the service for all students and staff	No change expected to offer
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.	Ensure researchers are aware of and can have access to the Careers Service.	Careers Service/HoD/PIs	HoD to make researchers aware of the service and facilities.	CROS and PIRLS data
	The University's Policies and Procedure on redundancy, redeployment and outplacement are available to staff via the Portal.	HR	Induction Advisors (Mentors) and PIs to discuss future options and provide requisite career options/career planning advice	HR annual review 31/12/11
	All staff on FTC will meet with their HoD or PI six months prior to the end of contract date to discuss future employment opportunities, extension to their contract or termination.	HoD/PI		
	Ensure that researchers are informed of development opportunities through email list	SD		Responsive as above. Monitor in SD evaluation Feb 2012.
	CROS 2011 data indicated that 72% of respondents were aware to some extent of the work of Vitae			
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	Produce a checklist for PIs linked to the Concordat framework for use in local induction.	HR/PI/HoD	Managers to ensure researchers have access to SD programme and opportunities are highlighted.	Completed September 2011
	Staff Development have launched an online Induction toolkit for managers and advisors responsible for the induction of new members of staff which includes researcher-specific pages. The University of Hull Induction Policy and Guidance is available as part of	SD		Completed - to be

training and development of researchers and encourage them to maintain or start their continuous professional development	this toolkit.		launched 12/11
	Create a piloted researcher development pro-forma for use by individual researchers in conjunction with the Research Development Framework. To be used as the basis for annual review. *PIRLS results show that the majority of research leaders felt confident about providing induction and career development advice but further support in this area would be valued.*	SDU/SD	Form integrated into the new Research Information System	In process awaiting completion of software Jan 2012
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 opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.	Discussion with induction advisor and as part of appraisal/review with PI/Manager	PI/Manager	Ensure growing awareness of the utility of RDF among all stakeholders	Review and agenda item for CSG – from Jan '12
	Consider the potential for extending specialist roles to support the development of transferable skills development	HR and Deans/HoD	PIs and HoD to look at model roles incorporating research with other specific duties e.g. teaching or lab management, academic supervision etc	As above
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.	Review mentoring provision and process for supporting mentors	SD	Mentoring provision to be supported locally and centrally via SD	April 2012
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	Research staff will be encouraged to use the Researcher Development Framework as a tool to help them map, evaluate and plan their professional development. They will be encouraged to identify the development opportunities that their current work	Researchers with mentors and PIs.	PIs and mentors to facilitate discussion on exploring wider development opportunities through appraisal and	Annual Review/appr aisal

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 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.	provides and to proactively engage in discussion with more experienced colleagues about future directions. They will also be encouraged to record their professional development activity as part of a portfolio of evidence that can represent their professional standing to future employers or funders.		career planning reviews	
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.	All research staff engage in annual appraisal review	HoDs/PIs/HR	Monitoring arrangements in place	Annual monitoring in place Faculty/HR
	All staff are made aware of the University's Appraisal policies which are available online. *CROS11 For those researchers who had experienced the staff appraisal scheme identifying strengths and achievements, highlighting issues and reviewing personal progress were perceived as the main benefits.* *PIRLS results showed a very positive uptake of appraisal by research leaders with 82% having been appraised within the previous year and most of those who hadn't been appraised would have liked the opportunity. Research leaders also felt that appraisal was beneficial in identifying strengths and achievements and also for reviewing progress and setting objectives.*	SD/HR	Managers to use Induction checklists	CSG to monitor e.g from CROS/PIRLS findings
11. Employers will wish to ensure that development activities open to researchers include preparation for academic practice. Employers should take measures to ensure	Access to professional accreditation in academic practice available to all research staff with teaching responsibilities (Postgraduate Certificate in Higher Education, PGCHE).	LTSU/CES	Monitor take up and communication of opportunities	HR 31/12/11

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.	Access to professional accreditation in Professional Management in Higher Education(PMHE) at Certificate or Diploma level.	SD/CES	Monitor take up and communication of opportunities	SD annual review Feb 2012
	Ensure appropriate use of Accredited Prior Learning for access to the above courses	LTSU/SD		
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.	As above (3.11)			
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.	Research staff are fully integrated members of their school or area	HoD	HoD to ensure that staff are involved in departmental meetings and activities and have email access to school and university-wide communications	Standing agenda item for CSG
	Consider, where appropriate, the appointment of a departmental research representative to represent research staff at local and/or Departmental/Faculty wide meetings including committee meetings.	HoD		
14. Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	Review mentorship provision and process for appointing mentors	SD	HoD to ensure researchers have appropriate mentorship	Annual review by SD.

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

Sub principle	Action	Lead Responsibility	Departmental Actions	Timescale
1. Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.	Researchers to be made aware of the ethos of the University as expressed in the new Strategic Plan, in particular with regard to Research and Enterprise. Researchers to be made aware of research ethics during the induction process, including; o The UK Research Integrity Office Code of Practice for Research offers guidance and checklists to promote good practice and prevent misconduct o The University's Policy on Research Misconduct is currently being revised by UREC o The University's existing Code of Practice on Scientific Misconduct is available from the Research Funding Office This information is included in the Online Induction Toolkit for managers of researchers.	EMG/all members of the University UREC Secretary/RFO	To ensure engagement all staff provided with copies of the strategic plan Managers to use Induction checklists	Ongoing: staff survey (11/11)questions; CSG to monitor e.g. CROS/PIRLS findings Dec 2012 Completed
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	The Knowledge Exchange provides seminars to promote engagement with development opportunities for enterprise and public engagement SD will use the email list to promote Vitae publications and courses Researchers to be encouraged to attend the Project Management Coaching Network (PMCN) to promote networking and knowledge sharing between researchers	Knowledge Exchange/ SD SD SD	To promote available opportunities in these areas PMCN promoted at central induction and by SD promotion	Annual SD/KE review of offering. Responding to opportunities SD annual review – Feb 2012

3. Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge	Good research conduct emphasised as part of project review. See 5.1	PI/Manager	Integrated in Induction Checklists	Completed 09/11
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 RDF to be used as part of local induction and review to encourage this understanding. This information is included in the Online Induction Toolkit for managers. SD, in conjunction with the Careers Service, will offer the 'Broadening Horizons' course.	PI/SD SD/Career Service	Encourage discussion	Annual review/appraisal. Online induction work completed. In response to demand.
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 also have a responsibility	PI to encourage discussion of responsibilities with researcher Researcher to prepare annual research report and Professional Development Planner for appraisal	Researchers/PIs Researcher	HoD to encourage discussion of responsibilities and how these can be met. PI to review during appraisal	Annual review/appraisal
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.	All researchers will be encouraged to record their professional developmental activity as part of a portfolio of evidence than can represent their professional standing to future employers or funders	Researchers	PI/HoD to encourage use of Research Strategic Pro-forma for all research staff	Annual review/appraisal, pro-forma available from 12/11

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

Sub principle	Action	Lead Responsibility	Departmental Actions	Timescale
1. 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.	Provide training and development support for PIs/managers of researchers on the Concordat and good management practice to ensure compliance principles of the Concordat and with equality, diversity and family friendly policies. Mandatory Equality and Diversity Training is available online or as SD workshops	SD/HoD SD	HoD to ensure PIs managers of researchers are aware of the Concordat and receive management training.	Events in Semester 2 of calendar Uptake monitored on a quarterly basis by SD
2. 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	Researchers to be made aware of the ethos of the University as expressed in the Strategic Plan 2011 (Section 3.2) that 'diversity is celebrated and equality of opportunity is seen as central to the life and work of the institution'	EMG/Equality and Diversity Office/all members of the University	All staff receive a copy of the Strategic Plan	Nov 2011. Fbdk from: Biannual Staff Survey 11/11; CROS/PIRLS
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 on some groups more than others.	A Code of Practice will be developed to ensure that all eligible staff are considered for selection for the University's submission to the REF2014. This will be based on the ECU REF Code of Practice. *The majority of respondents to CROS 2011 at Hull felt that they were treated fairly in relation to requests for flexible working, access to training and development opportunities and opportunities to attend conferences and external meetings and 94% of respondents believed that the institution is committed to equality and diversity.*	SDU	SDU to develop transparent selection processes for REF2014 and publish Code of Practice.	July 2012

	PIRLS results showed that 87% of research leaders felt that the University is committed to equality and diversity but that more work could be done to address the gender balance.			
	Initiate application for Athena SWAN bronze award	UREC/ Departments		July 2013
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.	Ensure that all researchers have access to annual appraisals which offer opportunities for staff development. Appraisal policies available online. Leave and Benefits Policy	HoD/PI	PIs and mentors to facilitate discussion on exploring wider development opportunities through appraisal and career planning reviews	Standing agenda item for CSG
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	Codes and Policies on Equality and Diversity are available online. Researchers can request changes in working patterns via their HoD using the University's Policy on Flexible Working.	Researcher/HoD		HR annual review 31/12/11
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 maternity leave.	RFO to monitor funding bodys' requirements as part of ongoing work with researchers on bids for research funding.	RFO		Regular report to CSG

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.	Researchers to be made aware of the ethos of the University as expressed in the Strategic Plan 2011 (Section 3.2) that 'diversity is celebrated and equality of opportunity is seen as central to the life and work of the institution' and relevant policies. Selection and promotion committees to consist of members representative of the Institution according to the ECU Code of Practice and University of Hull guidelines on Recruitment and Selection.	EMG/Equality and Diversity Office/all members of the University		As for (2) above Compliance monitored by HR on a selection event basis
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	Researchers and managers of researchers to be made aware of appropriate policies. See 6.1	PI/HoD/HR/SD	CSG to monitor through PIRLS and CROS	Biannually
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.	Researchers and managers of researchers to be made aware of appropriate policies.	PI/HoD/HR	Equality and Diversity Committee to report	Ongoing – quarterly statistics of compliance and exception reports produced.

	Ensure that researchers are aware of the Dignity and Respect on Campus Scheme	Equality and Diversity Office/All staff		
	Ensure researchers' interests are represented on Equality and Diversity Committees	As above		
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.	Application for Athena SWAN bronze award to be initiated	UREC	Appropriate Departments to initiate activities as stipulated by UREC for specific departments to be awarded Athena SWAN bronze award	July 2013
	Disseminate good practice to other Departments	Depts/UREC/SD		

Principle 7: MONITORING AND EVALUATION
The sector and stakeholders will undertake regular and collective review of progress in strengthening the attractiveness and sustainability of research careers in the UK.

Sub principle	Action	Lead Responsibility	Departmental Actions	Timescale
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.	Plans underway to create a permanent Concordat Steering Group (CSG) including senior research representation from all Faculties. This work is endorsed by the University Research and Enterprise Committee (UREC) chaired by the PVC for Research and Enterprise.	SDU/UREC (Deputy Deans for Research)	Members of Steering Group to disseminate decisions to departments and/or UREC	Dec 2011 Annual monitoring to UREC
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 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	As above The Institution will continue to create and develop an evidence base by undertaking CROS and PIRLs surveys and use the outcome to inform future development and support mechanisms. See 2.1	SD/SDU SD/SDU	Stakeholders in the CSG to contribute to the development of the evidence base and monitoring progress.	To meet 4 weeks prior to UREC (e.g. 13/1/12 and 30/3/12) Biannual - next 2013

(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).	UREC will put a review in the UREC work plan for 2013/14			2013/14
3. 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.	RFO to monitor the requirements of funders of research to ensure accurate communication of the requirements of the Concordat principles	RFO	RFO to communicate information gathered to CSG	Ongoing as represented on CSG by Jan 2012
4. 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 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.	Continue to engage with other stakeholders via Vitae national events and through membership of the local area Vitae Hub steering group.	SD/SDU/ Graduate School	Be active members of the Vitae Hub and national community	Annual SD review of effectiveness Feb 2012
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	Engagement with the Every Researcher Counts initiative. See 6.7	SDU/HR/ Equality and Diversity		Annual review for CSG (30/3/12)
	Application for the Athena Swan awards across research areas	UREC	Departments to initiate activities as stipulated by	July 2013

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.	The University has undertaken the PRES and CROS surveys in 2009 and 2011 and the PIRLS survey in 2011. Feedback will be provided by publishing the results via the SD website. In addition the CROS report will be sent by email to all staff with research contracts and further consultation undertaken. Data from CROS 09 and 11 data plus PIRLS 11 data will be used to inform practice.	SD	UREC for specific departments to be awarded Athena SWAN bronze award Summary reports of CROS and PIRLS data will be available on the SD website.	Completed