Bath Spa University

Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: June 2012 Updated Version

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2012/13
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.**					
Members of the research community understand researchers are chosen for their ability to advance research	The University publishes a full suite of grade profiles or role descriptors for all types of staff on its website. Recruitment guidelines help managers recruit effectively and, by so doing, contribute to our strategic objectives and particularly promote equality of opportunity in accordance with the University's Equal Opportunities Policy. http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/grade-descriptors.asp The University is committed to the advancement of it's research strategy at the highest level, and for selecting academic staff that can demonstrate that they are engaged in research activities.	Building research capacity is one of the University's strategic aims - this needs to be included and referred to in job specs and adverts across all academic and research posts.	Immediate. Heads of School (HoS) and Human Resources Department (HR)	Currently being implemented for all new posts. BSU now has an Equality Policy not EO Policy http://www.bathspa.ac.uk/services/hr/for-staff/equality-and-diversity/equality-policy.asp	No action required. Commitment to research is on-going and part of the new Strategic Plan.

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Recruitment & selection procedures are informative, transparent and open to all qualified applicants	BSU is committed to ensuring that all aspects of recruitment and selection are robust, flexible and developed in line with current legislation and best practice. http://www.bathspa.ac.uk/services/hr/for-managers/recruitment/recruitment-guidelines.asp	Ensure that PIs work with their HR Advisor when recruiting any staff and that new PIs have an induction programme set up for them which includes recruitment and selection. Potential PIs should be briefed about recruitment and selection processes at bid stage when research posts are being considered.	Immediate. HR, PIs and Research Support Office (RSO)	Currently being undertaken for all new bids and awards	No action required. Actions agreed are on-going for new bids and awards.
Person and vacancy specs must clearly identify the skills for the post, and these must be relevant to the role	HoS/PIs work with HR on job descriptions, person specification and advertisements using role profiles or grade descriptors. HoS/PIs would work with their HR Advisor when recruiting any staff.	HR to be involved at an early stage where job descriptions and person specifications are required in grant applications to ensure that they are aligned with role profiles in HERA researcher job families.	Immediate HR, RSO and PIs	On-going for all new bids – PIs sent person specifications to determine appropriate grade, which should be discussed with HR Advisor	No action required. Actions agreed are on-going for new bids and awards.
Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	Current policy is in line with FTC legislation.	No action required.		N/A	No action required.

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Recruitment and progression panels should reflect diversity as well as a range of experience and expertise	Panel composition is reviewed by VC for academic staff and HR for all other posts. EO issues are taken into account as part of this process.	No action required.		N/A	No action required.
Recruitment & selections panels should have received relevant recent training	Chairs of selection panels are either the VC or his nominee and members will be drawn from experienced and relevant members of staff. New PIs would receive individual coaching from HR if expected to chair selection panels.	No action required.		N/A	No action required.
Unsuccessful candidates should be given appropriate feedback if requested	The Panel Chair gives feedback to candidates based on the selection record compiled by the panel at interview.	Advice can be received from their HR Advisor if required and coaching would be given to new Chairs/PIs by HR	Immediate. HR and PIs	On-going	No action required. Actions agreed are on-going for new posts.
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	BSU is committed to the principle of equal pay for work of equal value. All posts are evaluated using HERA and the researcher job family job description . HoS/PIs work with HR on appropriate job descriptions and adverts. The job descriptions available on our website for Researchers were evaluated using HERA.	Potential PIs need to talk to HR at bidding stage to ensure that needs of projects are matched against job descriptions to determine appropriate grade to include in the budget for the application.	Immediate HR, PIs and RSO	Currently being implemented for all new bids which include research contract staff. Working Group is has undertaken a review of equal pay which includes research staff. http://www.bathspa.ac.uk/services/hr/hr-newslink/2011/equal-pay-review.asp	No action required. Actions agreed are on-going for new bids and awards. Equal pay will be reviewed on an annual basis.

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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**					
Value and afford equal treatment to all researchers	All staff are treated equally at BSU. Researchers have the same rights of membership to research centres and access to staff development programmes and other staff benefits. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/rewards-and-benefits.asp and http://www.bathspa.ac.uk/services/hr/for-staff/work-life-balance/wellbeing.asp	Research staff terms and conditions need to be published on the web. Guidelines for the determination of the duties of research staff to be developed and published alongside guidelines for other job families.	For 2011/12 academic year HR and Head of Graduate Studies and Research Management (HGS)	Guidelines for the determination of duties of research staff – are now published on the web. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp Terms and conditions for all categories of staff are being developed. IPR guidelines are being updated and and consultancy policy being develped for all staff.	No further action required on terms and conditions. IPR guidelines to be updated and and consultancy policy to be developed T&C for Research staff will be published by September 2012
In particular, the development of researchers should not be undermined by the instability of employment contracts.	Researchers are afforded the same opportunities irrespective of their type of contract.	No action required.		N/A	No action required.

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Everyone involved should be committed to improving the stability of employment conditions for researchers	BSU is committed to offering equal treatment to all researchers and valuing their work.	No action required.		N/A	No action required.
Implementing and abiding by the Fixed Term Employee Regulations	Treat FTC staff the same as other BSU staff - regulations are adhered to and incorporated into existing policies.	No action required.		N/A	No action required.
Research managers should be required to participate in active performance management. This includes career development guidance and supervision of their teams.	All research managers are part of the SDR process where their own performance is monitored, and training is offered to staff and line managers. http://www.bathspa.ac.uk/services/hr/for-staff/core-hr-guidance/SDR/default.asp	No action required.		N/A	No action required.
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.	All staff have an induction programme when they commence employment and training and development needs are identified as part of this process, or subsequently through the SDR process. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/induction.asp Line Management induction training is also offered by HR to ensure that all Line Managers are coached and trained in LM responsibilities.	No action required.		N/A	No action required.

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Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored.	Line Manager is responsible for the monitoring of performance of the Research Manager and its impact. See above for SDR information.	Line managers will be included in the new Management Development Programme. Development of research staff in each centre to be monitored as part of the annual audit of research activity.	By start of the 2011/12 academic year. HR/HGS/HoS	All research managers were included in first tranche of training. As new research managers are appointed or are granted awards, they will be included in the training programme.	No further action required. Actions agreed will be on-going.
Organisational systems capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment	A Redeployment list is maintained by HR. All staff at risk are placed on the redeployment list. Line managers and if appropriate HR would be involved in discussions regarding the end of any contract.	Each request for bridging funding would need to be considered on an individual basis through a business case.	Immediate HR/HGS/HoS	Will be implemented as and when required	No further action required. Actions agreed will be on-going.
Transparent pay progression in accordance with agreed procedures.	All BSU grades have incremental points and researchers will be eligible for incremental progression in the same way as other BSU staff. Pay structure available to all staff on web. http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/salary-scales.asp	Budgets to be flagged to HoS where funding bodies do not allow additional costs so that provision can be made from School budgets.	Immediate RSO/HoS/ Finance	On-going at bid stage	No further action required. Actions agreed will be on-going.

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Researchers offered opportunities to develop their own careers.	Staff Development opportunities, including Professional Practice in HE, are available to researchers. Opportunities are also provided by research groups/teams. http://www.bathspa.ac.uk/courses/postgraduate/professional-practice-in-higher-education.asp http://training.bathspa.ac.uk/personalmanagement/pmpolicy.html	Access to external courses and opportunities to be discussed as part of SDR process and funding issues discussed with HoS.	Immediate PI/HoS	Annual School Research reports for Schools have been amended to include a section on research staff environment and research staff development	No further action required. Actions agreed will be on-going.
Researchers have access to additional pay progression with transparent promotion procedures	Additional Pay progression is not available for all staff, so Researchers are not being disadvantaged. All staff vacancies are advertised internally and researchers would be eligible to apply. Our current redeployment policy means that staff whose roles are at risk are considered for any vacancy at the same grade prior to advertisement.	Threshold review policy to be reviewed to include researchers through business case procedure.	By end of 2011/12 academic year. HR/HGS/HoS	Researchers will be treated the same as all staff, and a business case put forward as appropriate.	No further action required. Actions agreed will be on-going.
Clear career frameworks for early stage researchers outlined in organisational HR strategies	Role profiles for each of the researcher grades are published on the web so that research staff can ascertain the expectations for grades above and seek to develop these skills as their career progresses. http://www.bathspa.ac.uk/services/hr/for-staff/pay-and-grading/grade-descriptors.asp	Review organisational strategies to ensure include researchers.	By end of 2011/12 academic year. HR/HGS	Role profiles for research and academic staff will be mapped against Vitae RDF phases to create a career progression framework.	Mapping to be completed and published on a research staff development website.

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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**					
Broad minded approach to researcher careers in terms of mobility across career paths, with all career paths valued equally	BSU does not have a "promotions round". All vacancies are advertised and researchers would be eligible to apply.	Professional networks and training are available e.g. through Vitae - research staff should be encouraged to join and attend	Immediate HGS/PIs	Vitae training is available to all BSU staff, and available courses have been mapped against the Vitae RDF to demonstrate how career progression can be achieved (SP/CP)	Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD.
Training, skills and competencies to carry out the funded project	All research staff are able to access staff development and professional development training offered across BSU. Additional training for project specific needs is also supported where appropriate.	Need to ensure that research staff are aware of external options e.g. Vitae training.	Immediate PI/GS/CLTD	Training is available to all BSU staff, and available courses are being mapped against the Vitae RDF to demonstrate how appropriate skills can be developed (SP/CP)	Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD.
Development of transferable skills through embedded training - both for skills needed to undertake project and also in communication and other professional skills	HODs are responsible for academic staff and their development. Training needs are assessed as part of SDR process. Researchers are eligible to attend internal courses and to take part in the organisation of internal events run through research centres and groups.	External courses would need to be supported and paid for by HoS. Review of internal opportunities to be mapped against Vitae RDF and gaps identified so that suitable opportunities can be developed and considered.	By end of 2011/12 academic year PI/HoS plus GS/HR and Centre for Learning and Teaching Development (CLTD)	Training is available to all BSU staff, and available courses are being mapped against the Vitae RDF to demonstrate how appropriate skills can be developed (SP/CP)	Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD.

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Access to professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline base	See above. Research staff skills and competencies should be matched at selection stage and then addressed through review and appraisal as project progresses, and training offered	Review with Careers Service	By end of 2011/12 academic year HR/HGS/Careers Service (CS)	Careers consultants are available to PhD students and contract researchers on a one-to-one basis, as well as on-line support and training.	Discussions to tailor training and advice to researchers will be on-going throughout the academic year, and a new research staff development website will be created and updated with progress. Details of access to Careers Service support will be included in the Doctoral student handbook, and the Careers Service website will be update to provide specific information for PhD students. Bath Spa plus workshops to be mapped against Vitae RDF.
Possibility of offering training and placements to broaden awareness of other sectors	Funded placements are available for RCUK post holders to undertake professional placements, but no internal support available for this. Research staff are given the same opportunities as academic staff in terms of access to placements and training through research centres and academic networks, where these are available.	Review with Careers Service in relation to employability opportunities. Review funding to support placements and training.	By end of 2011/12 academic year HR/HGS/CS HGS/Business Support Unit (BSU)	Currently placements are limited to UG students. However, where placements can be identified, the Careers Service will be able to offer support in the administrative processes involved in setting these up.	Discussions to tailor training and advice to researchers will be on-going throughout the academic year, and a new research staff development website will be created and updated with progress. Possibilities for placements for Doctoral students and research staff will be explored.
Clear systems that help researchers to plan their career development	This is an integral part of the annual SDR process. Line managers and researchers are responsible for discussions about career development.	No action required.		Note – completion of SDR process for all staff is monitored by HR	Career development framework discussions and Vitae tool to be considered for embedding into the SDR process

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Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.	Discussion is part of a SDR meeting. BUS recruitment and reward packages are available on HR webpages.	Development of guidelines for the determination of the duties of research staff could include this information. Threshold review process to be reviewed for research staff.	By end of 2011/12 academic year HR/HGS	Guidelines approved and on web. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp Threshold review process will include research staff.	No action required.
Researchers are aware of local and national career development strategies	Promotion and reward criteria apply equally to research staff. Staff Employment handbook for all staff is published on the web. Http://ww.bathspa.ac.uk/services/hr/employee handbook.asp	Development of guidelines for the determination of the duties of research staff. Ensure that researchers are aware of local and national professional networks.	By end of 2011/12 academic year. HR/HGS	Guidelines approved and on web. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp	No action required.
Planned induction programme for researchers	Induction programme compulsory for all academic staff and is monitored by HR.	No action required.		N/A	No action required.
Research managers provide effective research environments for training and development of researchers, encouraging	Research staff have individual induction process in line with University procedures and CPD is part of on-going monitoring process.	Research Managers need to encourage researchers to attend relevant courses - monitor activity as part	By end of 2011/12 academic year	Annual School Research reports for Schools have been amended to include a section on research staff environment and research	No further action required. Actions identified will be on-going.

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CPD		of annual research audit. Consider whether joint seminars/events for new research staff would be useful.	GS/Research Centres/PIs	staff development	
Articulation of skills that should be developed to support career progression	Is part of SDR process and completion of SDR is monitored. Job Descriptions for Research staff are on the web and can be accessed to aid discussions of skill development.	No action required.		Job specifications have been mapped against the Vitae RDF	Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD.
And encouragement of researchers to develop those skills	Research staff are eligible to join Professional Practice in HE programme and to undertake appropriate staff development courses. Teaching opportunities are also available if applicable to role and funding body rules. Researchers are encouraged to be fully involved in research centre activities. Development needs are discussed at SDRs	Map current provision against the Vitae Researcher Development Framework and identify funding opportunities.	By end of 2011/12 academic year. HGS/HR/CLTD	On-going	Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD.
Development of a specific career development strategy for researchers at all stages of their career	Once skills needs are identified through SDR, PIs should encourage researchers to access existing staff development courses, and also to facilitate opportunities for these skills to be developed as part of the project team, or wider Departmental/School activities.	Schools to consider encouraging researchers to gain experience in the planning and management of research fora/ workshops/seminars	By end of 2011/12 academic year PIs/HoS/DoR	Annual School Research reports for Schools have been amended to include a section on research staff environment and research staff development	No further action required. Actions identified will be on-going.

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Availability of mentors in providing support and guidance for CPD and PD	A Buddy is encouraged as part of University's induction policy. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/induction.asp	Schools to be consulted on a mentoring system - identify staff that have come up through PhD/postdoc into academic roles. HR and DGS to consider the development of mentor responsibilities and skill set.	By end of 2011/12 academic year DGS/HoS/DoR DGS/HR	Discussed at RCSC – buddy system to be extended to research staff. Mentor responsibilities skills set to be identified.	Actions agreed will be on-going. Skills set to be identified and incorporated into existing mentor programme.
Researchers should be actively encouraged to undertake CPD and its impact recorded	Part of SDR and normal 1:1 discussions with LM, as well as included in reports to funding bodies and at Research Centre meetings.	Research Committee to consider monitoring activities and impact through School annual audit of research activities.	DGS/DoR	Annual School Research reports for Schools have been amended to include a section on research staff environment and research staff development	No further action required. Actions identified will be on-going.
PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career					
Transparent and regular appraisal systems for researchers	SDR systems for researchers are in place and monitored by HR	No action required		N/A	No action required
Developmental activities include preparation for academic practice	Research staff are eligible to join Professional Practice in HE programme and to undertake appropriate staff development courses. The Professional programme is	No action required		N/A	No action required.

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	recognised by other HEIs and APL/APEL is awarded where appropriate. Completion of the certificate also gives automatic fellowship of HEA status. Teaching opportunities are also available if appropriate to role and can be discussed as part of appraisal process.				
Training when researchers are engaged in supporting learning and teaching	Professional Practice in HE open to research staff which includes training and support for teaching related activities.	No action required		N/A	No action required.
Input to policy and practice through appropriate representation at staff meetings and through committees	Research staff are members of research centres and groups, and are invited to University-wide staff Research fora. An interactive on-line research forum is also being developed for the use of the academic and research staff community.	Critical mass small at current time – formal representation to be reviewed as contracted researcher community grows.	On-going

HGS/DoR | Discuss how representation can be achieved at RCSC-review membership

Details of UK Research Staff Association circulated to all current research staff | RCSC membership to be reviewed to include PhD representative

Research staff forum to be considered |
| *Mentoring arrangements supported by employers as a key mechanism for career development & enhancement.* | Only informal arrangements exist at present time. | Formal mentoring scheme to be considered by HR and HGS | End of 2011/12 academic year

HR/HGS/HoS | Discuss the adoption of a mentoring system at RCSC – agreed to extend existing buddy system | No action required. |

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D. RESEARCHERS RESPONSIBILITIES					
PRINCIPLE 5 – Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning					
Researchers should develop increased capacity for independent, honest and critical thought	Part of essential skills in job description and monitored through progression meetings and SDR. Research staff are full members of Research Centres and take part in seminars, Conferences and other academic peer events.	No action required		N/A	No action required.
Researchers should develop their ability to transfer and exploit knowledge, and facilitate its use in policy making	Researchers encouraged to do joint publications and conference presentations, and take part in public engagement activities.	Development of training in knowledge transfer and public engagement to be discussed with CLTD	By end of 2011/2012 academic year HGS/CLTD	Training is available to all BSU staff, and available courses are being mapped against the Vitae RDF to demonstrate how appropriate skills can be developed (SP/CP)	Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD. Mapping of training provision will be made available on a dedicated website for research skills development.
Researchers should conduct and disseminate research in an honest and ethical manner	Line manager/mentor responsibility - Support of the PIs, adherence to professional association codes of ethics and University ethics procedures.	Development of guidelines for the determination of the duties of research staff should include this information.	By end of 2011/12 academic year. HR/DGS	Guidelines approved and on web. http://www.bathspa.ac.uk/services/hr/for-staff/general-hr-info/guidelines-research-duties.asp	No action required.

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Researchers should 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	Should be part of progression and SDR system to monitor development throughout the project.	No action required		N/A	No action required.
Researchers should recognise that their primary responsibility for managing and pursuing their career is theirs. Seek out opportunities for learning and development	Yes, SDR and line manager/mentor responsibility. PIs should encourage researchers to do this as part of progression and appraisal monitoring by covering this topic in induction arrangements, and encouraging professional review.	No action required		N/A	No action required.
Employers should equip research staff with tools to manage their own careers	Line manager/mentor responsibility - researchers have access to CPD opportunities across the Institution.	Discuss with CLTD whether PDPs can be put in place for research staff	By end of 2011/12 academic year. HGS/CLTD	Discussions on-going	Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD. Mapping of training provision will be made available on a dedicated website for research skills development.
Research managers should encourage CPD	This is part of SDR meeting. Procedures are in place for raising concerns over Line Management with Senior Managers if necessary.	No action required		N/A	No action required.

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Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.	This is part of SDR meeting .	No action required		N/A	No action required.
Researchers encouraged to record their CPD for presentation to future employers and record via PDPs	CPD activities are reviewed as part of annual SDR.	Discuss with CLTD how to support researchers to use the Vitae Professional Development Planner in support of the RDF	By end of 2011/12 academic year.

HGS/CLTD | Discussions on-going | Research staff development programme, to include career progression and development tool, to be developed in consultation with CLTD. |
E: DIVERSITY AND EQUALITY					
PRINCIPLE 6 – Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers					
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	BSU has a university-wide Equal Opportunity Policy and is currently considering the new requirements of the Public Sector Equality Duty. There is no specific schemes to address issues related to research staff as all staff and students are covered by one system.	No action required		N/A	No action required.
Recruitment and retention of researchers from the widest pool	Not monitored at the moment.

As research staff are recruited they will be included in current processes. | No action required | | N/A | No action required. |
| *Address the disincentives and indirect obstacles to retention and progression in* | Flexible working policies are available to all staff. | | | N/A | No action required. |

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research careers which may disproportionately affect some groups	Included in the Induction training for managers.	No action required			
Ensure that working conditions for researchers provide the flexibility necessary for successful research performance	Flexible working procedures are available to all staff Included in the Induction training for managers.	No action required		N/A	No action required.
Respond flexibly to requests for changes to working patterns and resist instant refusals based on 'we don't do it this way here'	Flexible working procedures are available to all staff Included in the Induction training for managers.	No action required		N/A	No action required.
Awareness of funding guidelines on provision of additional funding and duration of grant to cover maternity/paternity/ adoptive leave	RSO aware of funding body guidelines and can advise HoS on funding implications, implications are then discussed with HR as part of maternity cover guidelines.	RSO/HR to consult on best practice as different circumstances arise. Is funding available to cover all contingencies?	Immediate HR/RSO	On-going, issues discussed as cases arise and potential funding problems flagged at bid stage. Researchers to follow same process and to use template developed for other staff groups.	No further action required. Actions identified are on-going.
Transparent equal opportunity policy at recruitment and at all subsequent career stages	Researchers treated the same as other BSU staff. R&T training provided by HR staff. We do not have progression panels. Policies are available on the HR website as above.	No action required		N/A	No action required.
Diversity reflected in selection and evaluation committees	Selection committees - diversity issues considered by chair of panels. BSU does not have Evaluation Committees - HR and HERA analysts are responsible for job evaluation requests.	No action required		N/A	No action required.

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Account taken of researchers personal circumstances. Change policies or practices that directly or indirectly disadvantage such groups	All line managers are encouraged to talk through any HR issues with their HR Advisor. All policies are available on HR website. Included in line Managers Induction.	No action		N/A	No action required.
Measures exist for discrimination, bullying or harassment to be reported without adversely affecting careers of innocent parties	Policies and practices are in place. Harassment Advisors available at BSU sites. Details are available on the website. Formal Grievance procedure is also available. Included in line managers induction http://www.bathspa.ac.uk/services/hr/for-staff/equality-and-diversity/harassment-policy.asp	No action		N/A	No action required.
Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives	University does not currently participate in these schemes.	DGS and HR to investigate and consider options	By end of 2011/12 academic year HR/DGS	Athena Swan Charter and Juno project not applicable to BSU subject areas in general, - HR is investigating whether Arts and Humanities frameworks exist. Gender equality champion in place and new initiatives are being put in place as a result of recent equal pay review. University has IIP status and Stonewall Diversity Champions	Continue to review over academic year.

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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					
Undertake annual review of progress in implementing the principles of the Concordat	Gap analysis and Action Plan discussed with HR and agreed at Research Committee.	Formal review to include discussion with HR and approval by Research Committee.	Review process to commence at start of 2011/12 academic year DGS	Review of progress at RCSC 19/01/12 and 12 July 2012	Annual review to take place
Use of the Careers in Research Online Survey	Not used at present time - critical mass of contract researchers too small. Feedback on research staff concerns and issues to be sought through PIs and Director of Research, and from heads of research centres and groups, where issues have arisen out of discussions at seminars or meetings.	Will review as numbers increase.	On-going DGS	Audit of no. of staff on research contracts has taken place and numbers remain too small for meaningful results in CROS. Research staff views will be canvased as a separate a=exercise at the end of the academic year.	Continue to monitor throughout academic year.
Monitor equality and diversity indicators for researchers	As Research staff are appointed they will be included in appropriate staff diversity statistics.	No action		Statistics are monitored as part of overall University return. Critical mass at current time means that they cannot be published separately due to confidentiality issues.	Continue to review over academic year.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Action for 2012/13
Share good practice with other HEIs	Through networks such as Vitae and HR fora . Collaborate with local Universities on local and regional EO issues.	On-going review	On-going DGS/HR	Good practice shared through ARMA and Vitae networks, also through HR forums such as SWRHEEN, UHR and SD forum	No further action required. Actions identified on-going.

Glossary of Terms

ARMA   Association of Research Managers and Administrators

BSU   Business Support Unit

CS   Careers Service

CLTD   Centre for Learning and Teaching Development

DoR   Directors of Research

GS   Graduate School

HGS   Head of Graduate School and Research Management

HoS   Heads of School

HR   Human Resources Department

PIs   Principal Investigator(s)

RSO   Research Support Office

SD Forum   Staff Development Forum

SWRHEEN   South West region Higher Education Equality Network

UHR   Universities Human Resources