



HRSC Research Staff

Concordat Gap Analysis

Introduction

The University welcomes and endorses the principles of the *Concordat to Support the Career Development of Researchers* and the *European Charter for Researchers & Code of Conduct for the Recruitment of Researchers*. The Concordat sets out a vision of working practices, roles and responsibilities with the objective of enhancing the career development and management of researchers. The University is strongly committed to implementing the principles and recommendations of the Concordat through the continued development of an environment that recognises and supports research excellence.

The University's strategy *Glasgow 2020: A Global Vision* has as a core objective the delivery of a supportive environment for ambitious researchers and a training and development programme that enables them to become the research leaders of the future. During 2008/10 the University has undertaken a gap analysis through the activities of its HR Sub-Committee Research Staff; this involved lengthy consultation with the range of affected stakeholders (researchers, PI's etc.) to shape the gap analysis and subsequent strategy & action plan. The gap analysis identified the extent to which we already meet the requirements and expectations of the Concordat and are aligned with the European Charter and Code, and highlighted where there is room for improvement. To provide a baseline against which to measure future progress and to promote the career development and management of its researchers, the University has published its *Concordat Gap Analysis* and subsequent *Concordat Implementation Plan*.

To deliver the action plan the University will draw leadership from its Researcher Development Committee and the HR Sub-Committee Research Staff. The University is confident that in recent years significant progress has been made to support the 'researcher development' agenda and that in future years further improvements will be achieved to support the excellence of its researchers and our shared reputation.

Gap Analysis

The following gap analysis compares current University practice and ongoing developments against the UK Concordat and European Charter and Code. It is structured by evaluating progress against the 7 Principles of the Concordat (see <http://www.researchconcordat.ac.uk/>).

The Concordat's key principles are:

1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.
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.
3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.
4. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.
5. Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.
6. Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.
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.

Recruitment & Selection	Concordat Principles
<p>The University of Glasgow strategic plan 2010-15, <i>Glasgow 2020: A Global Vision</i> has as one of its core strategic objectives “attracting and retaining high quality staff aligned to the University’s vision and values” whilst “attract(ing) and recruit(ing) a diverse community”.</p>	1,2,6
<p>The University has a <i>Recruitment & Selection Policy</i> which supports managers through every step of the hiring process and provides guidance on achieving transparent, open and informative procedures. See: http://www.gla.ac.uk/services/humanresources/recruitment/recpolicy/</p>	1,6
<p>Job descriptions ensure all person and vacancy specifications clearly identify the relevant skills required for the post and grade.</p>	1,6
<p>Researchers are hired for their excellence and ability to advance research and our reputation, and pay/grading is aligned to the post’s requirements & University’s Job Family Profiles.</p>	1,2,6
<p>Interview panel members are provided with mandatory training in the hiring process and relevant legislative requirements. Interview panels are designed to be representative where practicable. Unsuccessful candidates are provided with feedback upon request to facilitate their future career development.</p>	1,2,6
<p>Open-ended contracts are the default norm for employing researchers & fixed term contracts are limited to use in specific exceptional circumstances where there is a recorded & justifiable reason. See: http://www.gla.ac.uk/services/humanresources/policies/a-g/openend/ftoepolicy/#d.en.33516</p>	1,2,6
<p>Vacancies are advertised internally and/or externally to attain the widest pool as appropriate. Internal redeployment is facilitated through a Job Seekers Register to optimise scope to retain researchers and meet the Concordat’s and legislative requirements. The University seeks to pragmatically balance the inherent tensions arising from the often contradictory goals of attaining open recruitment and supporting redeployment opportunities. See: http://www.gla.ac.uk/services/humanresources/policies/p-z/redundancymgt/jsrindex/</p>	1,2,6
<p>To facilitate employment stability and retention of excellent researchers the University utilises Bridging funds between grants/contracts where practicable.</p>	1,2

Recognition & Value	Concordat Principles
<p>The University of Glasgow strategic plan 2010-15, <i>Glasgow 2020: A Global Vision</i> clearly highlights the value of, and its regard for, our “community of world-leading researchers”.</p>	2,6
<p>The Vice-Principal (R&E), the Colleges’ Research Deans, the Researcher Development Committee and the HR Sub-Committee Research Staff already provide strategic leadership to Concordat implementation and the ongoing development of a supportive environment for the career development and management of our researchers. This ensures strategy and practices are embedded at University and local College level, whilst enabling coordination of provision and sharing of best practice across the Services and Colleges.</p>	All
<p>The University of Glasgow strategic plan 2010-15, <i>Glasgow 2020: A Global Vision</i> has as one of its core strategic objectives “applying equitable and fair pay and performance systems that reward excellence”. There currently are transparent and openly communicated grading, Recognition, and Promotion/Regrading procedures to ensure researchers have the scope to be recognised and valued appropriately. The <i>Academic Career Track Criteria</i> highlight the expectations to be met to achieve researchers’ career development and promotion goals whilst the <i>Recognition & Reward Policy</i> criteria provide the opportunity to reward researchers’ excellence. This enables the University to value varied career pathways and aspirations See: http://www.gla.ac.uk/services/humanresources/policies/p-z/promotion/</p>	2,6
<p>Guidance and training are already provided to Principal Investigators (PIs) & researchers in the</p>	2,3,4

conduct of Performance & Development Reviews which ensures opportunity for active performance management, career development guidance, and team supervision by PIs.	
Researchers already have provision for representation on the Researcher Development Committee, the HR Sub-Committee Research Staff [HRSC], the Joint Committee (Academic Staff) and the Collective Consultation Forum to ensure their concerns and perspectives are considered. The HRSC comprises researchers and PI's from each of the University's 4 Colleges, together with representatives from each of the Service departments. See: http://www.gla.ac.uk/services/humanresources/staffportals/researchstaff/sectiona/hrsub-committee/	2,3,4
In early 2009 the University launched a HR web portal specifically for research staff to improve its communications with researchers and provide a focussed site for internal & external information and resources supporting the career development and management of researchers. See: http://www.gla.ac.uk/services/humanresources/staffportals/researchstaff/	All
The University participated in CROS 2009 (Careers in Research Online Survey) to survey the needs and views of researchers, attaining a response rate of 31% (compared to c.21% for UK and Russell Group). Results are currently being evaluated before feedback is presented to the HR Sub-Committee Research Staff and the wider researcher community.	All
The importance of facilitating stability of employment is recognised through our use of open-ended contracts, redeployment system, and growing use of bridging funds where practicable.	2,3,4
For researchers seeking employment beyond the University the Careers Service makes a variety of Job Selection provision eg. 1-2-1 guidance, CV & application preparation, job seeking seminars, assessment centre preparation. See: http://www.gla.ac.uk/services/careers/studentsgraduates/universityresearcher/jobseekingskills/	2,3,4

Support & Career Development	Concordat Principles
The University of Glasgow strategic plan 2010-15, <i>Glasgow 2020: A Global Vision</i> has as one of its core strategic objectives "nurture the development of our talented early career researchers" whilst "cultivating the research leaders of the future". This highlights the value the University places upon its researchers, particularly those in their early careers, and its commitment to support their career, personal and professional development at all stages.	3,4
The University of Glasgow strategic plan 2010-15, <i>Glasgow 2020: A Global Vision</i> has core strategic objectives of "building leadership capacity and ensuring capability development" whilst "developing personal development processes that are linked to strategic imperatives".	3,4
The HR Strategy for Researchers reiterates the University's commitment to delivering the Concordat's principles, particularly emphasising the delivery of career, personal and professional development and support for researchers.	All
The HR web portal for research staff promotes both internal & external training and career development resources and opportunities for researchers, to complement such provision available directly through the Careers Service and R&E's Researcher Development initiative. The portal also links to a variety of induction and careers information sites and resources.	3,4
R&E provides an annual researcher-specific induction seminar to welcome staff to the University and highlight to them the range of provision available to them from the University's Services. Local researcher induction programmes exist to varying extents across Colleges.	2,3,4,5
Research staff societies are promoted and financed to enable researchers to develop local peer support networks, seminars and conferences within and across disciplines.	2,3,4,5
Performance & Development Reviews are provided individually to all researchers to ensure they receive active performance management and career development guidance at least annually. This enables PIs to actively encourage Continuing Professional Development (CPD) uptake by researchers.	2,3,4,5

<p>Careers Service and College Graduate Schools make provision for career development, planning and management workshops. This assists researchers in identifying the career trajectory they wish to pursue and in taking responsibility for developing their own development plans to facilitate them achieving this. See: http://www.gla.ac.uk/services/careers/studentsgraduates/universityresearcher/</p>	3,4,5
<p>The contribution of researchers to shaping their own development provision, and the value the University places on this, is evident from the continued Researcher Development New Initiatives Fund. http://www.gla.ac.uk/services/researcherdevelopment/newinitiativesfunding/</p>	2,3,4,5
<p>The University has been supporting its researchers in developing a sense of community through a range of University-wide and local provisions, including funding working lunches networking opportunities and a University Conference for researchers.</p>	2,3,4,5
<p>The University recognises and facilitates the protection of the Intellectual Property rights and the co-authorship rights of its researchers through its Intellectual Property and Commercialisation Policy and its Code of Good Practice in Research. See: http://www.gla.ac.uk/research/aimsassessmentandpolicies/ourpolicies/</p>	2,3,4,5
<p>In recent years the University has delivered specific PI training and development provision for both new and aspiring PIs, as well as for established PIs.</p>	All
<p>For a considerable number of years a suite of Research Staff Development programmes have been provided, supporting the ongoing development and fulfilment of the Vitae Researcher Development Statement/Framework. Courses include: (i) researcher specific eg. Career Planning, Building Collaborations & Relationships, Making Presentations, Publishing Papers & Winning Income, Project Management, and Marketing yourself outside HE, and (ii) generic eg. Middle Management Development, Team Leading Programme, First Line Management Programme, Performance & Development Review, Recruitment & Induction.</p>	All
<p>The Learning & Teaching Centre provides a range of provision which researchers can access to help them prepare for academic practice. Colleges provide local training and support to enable researchers to undertake teaching and demonstrating activities as appropriate.</p>	3,4
<p>Project Juno Practitioner status has been attained by the School of Physics & Astronomy and it has developed an action plan to attain Champion status in 2011.</p>	2,3,4,6
<p>Ongoing review and continuous improvement of our HR policies and procedures as they impact upon provision for researchers' career development and support.</p>	All

Researchers' Responsibilities	Concordat Principles
<p>In April 2009 the University launched publicity for the Concordat and communicated its principles by issuing copies of the Concordat to all researchers and their PIs and holding a Conference for all researchers to publicise the implementation activity already ongoing.</p>	All
<p>Researchers are encouraged to develop and exercise their capacity for independent, honest and critical thought in undertaking research through the Code of Good Practice in Research.</p>	2,5
<p>Researchers are encouraged to take personal responsibility for their career trajectory and their career, personal and professional development by PIs, Colleges, the Careers Service and Staff Development Services. The annual Performance and Development Review provided for researchers embeds this.</p>	2,3,4,5
<p>Researchers are encouraged to shape their own development provision collectively through the Researcher Development New Initiatives Fund.</p>	2,3,4,5
<p>PIs are encouraged to develop a culture supportive of career development and management by Colleges, the Researcher Development initiative & the HR Sub-Committee Research Staff.</p>	All
<p>PIs ensure researchers' results are appropriately disseminated for societal benefit through publication and seminars etc.</p>	2,3,4,5

Diversity & Equality	Concordat Principles
<p>The University of Glasgow strategic plan 2010-15, <i>Glasgow 2020: A Global Vision</i> has a core strategic objective to “attract and recruit a diverse community” and will measure its own success in this by “our recognition as a good employer in relation to equality and diversity”.</p>	1,2,6
<p>The Equality & Diversity Strategy Committee leads strategy and policy on all issues relating to students and staff, supported by seven Equality Champions. The University has a suite of Equality & Diversity (E&D) policies and Action Plans identifying how the University is fulfilling our responsibilities under the Equality Act 2010. See: http://www.gla.ac.uk/services/equalitydiversity/</p>	All
<p>The University has a network of Harassment Advisers to support all staff in resolving harassment issues. The University also supports voluntary staff networks to facilitate social networking and professional peer support ie. Disabled Staff Network, Women’s Network, Ethnic Minority Staff Network, and the Lesbian, Gay, Bisexual and Trans (LGBT) Staff Network.</p>	2,6
<p>The Equality & Diversity Unit (EDU) supports the University’s E&D monitoring activities through a range of provisions including Equal Pay audits and DLA Piper workforce reports etc. The HR Sub-Committee Research Staff also monitors the demographic profile of our researchers’ community to monitor and promote diversity. Monitoring informs the University’s E&D strategy, policies and action plans.</p>	All
<p>An Equality & Diversity training package is provided for staff and managers to support them in dealing with E&D issues.</p>	All
<p>Project Juno Practitioner status has been attained by the School of Physics & Astronomy and it has developed an action plan to attain Champion status in 2011.</p>	All
<p>The University is committed to supporting and promoting the health and wellbeing of its staff, and provides related support through its Occupational Health Unit, Department of Health, Safety & Wellbeing, and the HR function.</p>	6

Implementation & Review	Concordat Principles
<p>HR Sub-Committee Research Staff reports to HR Committee regularly to update on development & progress of strategy, gap analysis and implementation plan for Concordat. It promotes the Concordat and its implementation across the University and ensures researchers’ needs and perspectives are considered in the development of all career development and management provision for & with them.</p>	7
<p>The HR Sub-Committee Research Staff has facilitated a Gap Analysis to benchmark existing progress against the UK Concordat and EU Charter/Code, consulting with a wide range of affected stakeholders.</p>	7
<p>The University participated in CROS 2009 to survey the needs and views of researchers, and its results are currently being evaluated before feedback is presented to the HR Sub-Committee Research Staff and the wider researcher community.</p>	7
<p>Shared examples of best practice from the University of Glasgow with the Vitae Database of Practice.</p>	All