


Concordat Implementation Plan					
					University of Glasgow
Objective	Action	Responsibility	Timeframe	Concordat Principle	Progress
Recruitment & Selection				1	
1.1	Externally advertise to attain widest applicant pool unless circumstances merit restricted pool (eg. Redeployment via Job Seekers' Register); Ensure interview panels appropriately trained & representative where practicable	PIs*, HR*	Completed	1,6	Ongoing commitment
1.2	Ensure open-ended contracts become default norm, with fixed term contracts limited to specific exceptional requirements	PIs, HR	Completed	2	Ongoing commitment
1.3	Facilitate & monitor redeployment through Job Seekers' Register (JSR)	PIs, HR	Completed	2,3,4	Ongoing commitment
1.4	Explore scope for Bridging Funds between grants & publicise provision	Colleges*, PIs, HR	Dec 2012	2	Ongoing commitment
Recognition & Value				2	
	A) Valued Researchers				
2.1	Facilitate scope for co-authorship & IPR* rights via frameworks	R&E*, PIs	Dec 2011	2,6	
2.2	Develop Code of Conduct/Practice for researchers re: entitlements, role & obligations	HR, RDO*	June 2011	All	
2.3	Provide opportunities for greater career development responsibility relative to career level	PIs, Mentors	Ongoing	2,3,4,6	Ongoing commitment
2.4	Encourage representation on appropriate decision-making bodies (eg. Researcher Development Committee, HR Sub-Committee (Research Staff), Joint Committee (Academic Staff), appropriate College/School committees)	Court*, Colleges	Ongoing	2	
2.5	Develop sense of community & belonging to Glasgow via: HR web portal communications, opportunities for networking/support and sharing ideas/best practice/experiences between researchers ie. working lunches & Conference	HRSC*, Colleges, Services*	Ongoing	2,3,4,6	Ongoing commitment
Recognition & Value (cont'd)	B) Valued PIs				
3.1	Undertake Questionnaire to explore PI's' perceptions and needs eg. PIRLS	HR	June 2011	All	
3.2	Develop Code of Conduct/Practice for PI's re: entitlements, role and obligations	HR, RDO	June 2011	All	
3.3	Develop for multi-faceted PI roles ie. Research leaders, knowledge workers, project coordinators, people managers, supervisors, mentors, career advisors, science communicators	Services	Ongoing	1-6	Ongoing commitment
3.4	Recognise & reward via time allocation, and Promotion, Reward & Recognition, and Performance & Development Review (P&DR) processes re: multi-faceted roles	Colleges, HR	Dec 2011	2,3,4	
3.5	Publicise PI "role models" as exemplars to share/extend good/best practice	Colleges, HRSC	Ongoing	2,3,4,5,6	

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Support & Career Development				3 & 4	
4.1	Attain up to 10 days' training and development entitlement per annum for personal, professional and career development/management goals	Colleges, HRSC	Dec 2011	All	
4.2	Provide researchers with the tools & encouragement to evaluate their own skills and development needs via Training Needs Analysis and/or P&DR	HR, SDS*	June 2012	3,4	
4.3	Deliver careers advice for "early career" and long term researchers; (ii) deliver enhanced and more visible career prospects & publicise case studies of "success stories" re: 3 career trajectories	Careers Service	Completed; (ii) Dec 2011	2,3,4	Ongoing commitment
4.4	Provide mentors (other than PI's) to be proactively involved in personal/professional/career development facilitation (developed via focus group)	Colleges, HR	Dec 2011	2,3,4	
4.5	Provide development opportunities for skills re: project-specific needs, employability, learning and teaching roles, public engagement, knowledge transfer, income generation and/or entrepreneurship activities	PI's, Services	June 2012	2,3,4	Ongoing commitment
4.6	Identify/articulate & facilitate outputs/skills/ competencies necessary for career paths/transitions to (i) promoted research posts, academic roles, (ii) industry	Colleges, HR	Ongoing; (ii) June 2012	2,3,4,5	Ongoing commitment
4.7	Tailor P&DR system for researchers & PIs addressing (i) their specific development needs eg. 2.14, 3.6, 3.7 above (ii) embedding career trajectories (academia, industry, research) via Personal Development Plans (PDPs) to support employability (iii) assessing performance against personal/professional/career development goals (iv) provision of interim P&DR reviews eg. 6-monthly (v) ensuring PDPs support personal, professional and career development	HR	June 2011	2,3,4,5	Integrate Concordat principles & actions into existing P&DR system
4.8	Encourage PI's to release staff for development courses/opportunities	HRSC	Ongoing	2,3,4,5	Ongoing commitment
4.9	Encourage mobility between academia/industry, UK/overseas, research disciplines/groups through placements/exchanges as development tool	Colleges, PIs	June 2012	2,7	Ongoing commitment
4.10	Develop/enhance induction (welcome & support) programmes & resources for international, EU, & UK staff at group, School/College & University level	HR, Colleges	June 2012	1,7	
Researchers' Responsibility				5	
5.1	College Research Deans to have responsibility as Champions for this CIP* & to promote culture of shared responsibility amongst researchers & PI's locally	Colleges, HRSC	Dec 2010	All	Ongoing commitment
5.2	Researchers to accept personal responsibility for (i) own career development and trajectory (ii) engaging in Continuing Professional Development (CPD) and training/development opportunities eg. TNA, P&DR, PDPs (iii) embrace Singapore Statement on Research Integrity & deliver independent, honest, critical thought	PI's & Researchers	Ongoing	4,5	Ongoing commitment
5.3	Sensitise PI's to new responsibilities via Champions & HRSC	HRSC, Colleges	June 2011	All	Ongoing commitment
5.4	PI's to support/facilitate career development culture promoted by Concordat	PI's	Ongoing	3,4,5	Ongoing commitment

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Diversity & Equality				6	
6.1	Foster and encourage Flexible working conditions	Colleges, PIs, HR	June 2012	2,3,4	
6.2	Publicise transparent Promotion and Recognition & Reward policies/opportunities	HR	Completed	2,3	Ongoing commitment
6.3	Facilitate participation in Athena SWAN Charter etc.	EDU, HRSC	June 2012	6	
6.4	Regularly review the demographic profile of the University's researchers & take positive action as appropriate	HRSC, Colleges	Dec 2011	7	Ongoing commitment
Implementation & Review				7	
7.1	Publicise Concordat Implementation Plan & its progress	HRSC	Dec 2010	2,7	Ongoing commitment
7.2	Participate in surveys [eg. Careers in Research Online Survey (CROS), Principal Investigators and Research Leaders Survey (PIRLS)] for benchmarking	HRSC, Services	June 2011	All	Ongoing commitment
7.3	Seek external recognition of key strategic successes ie. (i) seek EU's "HR Excellence in Research" badge, (ii) THES award etc.	HRSC, Services	(i) Oct 2010 (ii) Dec 2012	2,7	
7.4	Develop online questionnaire for exit interviews to monitor/evaluate provision	Careers Service HR	June 2012	All	Review Bristol's model
7.5	Evaluate researchers & PI's delivery of CIP responsibilities to monitor outputs & progress via their own P&DR reviews	Colleges, HRSC	June 2012	All	Ongoing commitment
7.6	Monitor accessibility, effectiveness and take-up of development opportunities which are relevant and timely	HRSC, Services	June 2012	3,4,5	Ongoing commitment
Year 1 Priorities		Abbreviations:			
1	Engage researchers' input via CROS & HRSC	* CIP = Concordat Implementation Plan			
2	Code of Conduct/Practice for PIs & Researchers	* PIs = Principal Investigators (research managers)			
3	Tailor existing P&DR scheme re: Concordat principles	* HR = Human Resources department			
4	Introduce mentoring	* Colleges = University's 4 academic units			
		* R&E = Research & Enterprise department			
		* RDO = Researcher Development Officer			
		* Court = Court of the University of Glasgow			
		* HRSC = Human Resources Sub-Committee (Research Staff)			
		* Services = service departments eg. Staff Development			
		Services, Research & Enterprise, Human Resources, Careers Service			
		* IPR = Intellectual Property Rights			
Targets & Milestones					
1	UK Concordat implemented through action plan (CIP)				
2	Introduction of tailored P&DR, PDP and mentoring processes for researchers				
3	Introduction of Codes of Conduct for both researchers & PI's				
4	Evaluate CIP delivery through both researchers' & PI's annual P&DR reviews				
5	Monitor satisfaction levels (re: agreed thresholds) & needs' identification via CROS				
6	Annual Report from HR Sub-Committee (Research Staff) to HRC				
7	Benchmark progress & effectiveness against Russell Group and via CROS				
8	Enhanced reputation evidenced through researchers' satisfaction levels and/or attainment of external recognition of success eg. EU's "HR Excellence in Research" badge, Times Higher Education Supplement (THES) award or equivalent				
SDW, 29/10/2010					