



## HRSC Research Staff

### HR Strategy for Concordat Implementation

#### Research Staff Concordat

In 2008 the higher education sector, together with research councils and funders, signed up to the UK *Concordat to Support the Career Development of Researchers* to implement 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 for research staff and their managers, as well as employers and funders, with the objective of enhancing the career development and management of researchers. The Concordat aims to increase the attractiveness and sustainability of research careers in the UK and to improve the quantity, quality and impact of research for the benefit of the economy and society.

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.

#### University commitment

The University welcomes and endorses the principles of the UK Concordat and EU Charter & Code. It 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. The University recognises that its research reputation is reliant on our ability to:

- Attract and retain internationally recognised academics
- Nurture the development of our talented early career researchers
- Cultivate the research leaders of the future
- Establish a rich research environment, and
- Foster and support a diverse research student population

In adopting this *HR Strategy for Concordat Implementation* the University is highlighting its commitment to supporting its researchers' career, personal and professional development & management at all career stages. Our shared vision is to provide high quality/impact training, development and management for all the

University's researchers to ensure access to opportunities that will enhance their skills and employability, and equip them to become leaders in their chosen field either in academia or industry.

The *Concordat Implementation Plan* will deliver the practical actions necessary to fulfil the expectations and requirements of the Concordat within the University. To facilitate this, the University is committed to delivering a culture and environment for its researchers which supports the following guiding principles:

- Recruitment and Selection processes which are open, transparent, and informative;
- Equality of treatment, management & recognition for researchers in our academic community;
- Value and facilitate our researchers varied career pathways and aspirations;
- Value and promote the development of researchers at **all** career stages; and
- Promote and share best practice within the University and the sector through Vitae.

## Gap Analysis

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 compared current University practice and ongoing developments against the UK Concordat and European Charter and Code. It identified the extent to which we already meet their requirements and expectations, 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* (see: <http://www.gla.ac.uk/services/humanresources/staffportals/researchstaff/sectiona/>).

The gap analysis has provided welcome evidence of the considerable work that has already been undertaken to support our researchers' personal, professional and career development both before and since the Concordat's introduction.

## Concordat Implementation Plan

During 2008/10 through the activities of its HR Sub-Committee Research Staff, the University has developed an action plan to implement the Concordat's principles and address the areas for improvement identified by the gap analysis.

The plan is designed around a framework of the Concordat's 7 principles and establishes timeframes and responsibility for the delivery of these actions. To demonstrate an early impact 4 priorities have been identified for delivery in Year 1 of the Concordat Implementation Plan (CIP):

- Engaging researchers' input through CROS and representation on the HR Sub-Committee Research Staff
- Developing Codes of Conduct/Practice for both PI's and Researchers encapsulating their entitlements, roles and obligations under the Concordat
- Tailoring the existing Performance & Development Review scheme for academic staff to meet the Concordat's principles, and
- Introducing mentoring for researchers to facilitate their personal, professional and career development

These measures will have a tangible impact for researchers to enhance their experience of career, personal and professional development and management.

To deliver the CIP the University will draw leadership from its Researcher Development Committee and the HR Sub-Committee Research Staff. The Vice-Principal (R&E) has lead responsibility for the University's activity in implementing the Concordat through these Committees and relevant University Services. The Colleges' Research Deans have leadership responsibility as local Champions for the CIP and to promote a culture of shared responsibility amongst researchers and PI's.

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.

## Review of Progress

To promote and evaluate the University's delivery of these measures to improve the career development and management of researchers a range of monitoring activities will be undertaken:

- ongoing review of progress by the HR Sub-Committee Research Staff
- annual report from the HR Sub-Committee Research Staff to the University's HR Committee
- participation in a biennial UK-wide HE survey of Concordat Implementation
- participation in UK-wide surveys such as CROS & PIRLS 2011
- delivery of the CIP's Targets & Milestones
- participation in a 4-yearly external assessment of Concordat Implementation

Through this the University will be able to demonstrate its fulfilment of its commitments under the Concordat.

## Role of Researchers

This strategy can only be achieved through an effective and active partnership between researchers, PI's, Schools, Research Institutes and Colleges. Working in partnership with its researchers the University seeks to foster and enhance our research culture and community to enhance researchers' and the University's research reputation, outputs and value.

Researchers are vital to the delivery of the Concordat's principles for themselves. Researchers have their own responsibilities under the Concordat, which include:

- accepting personal responsibility for their own career development and trajectory, and
- engaging in career, personal and professional development opportunities

Researchers also have a responsibility to shape the provision the University makes for them to support their career development and management. To facilitate this, the composition of the HR Sub-Committee Research Staff includes all key stakeholders eg. Researchers (across levels R&T 6-9) and PI's from each College, as well as representatives from the College Research Deans and relevant University Services. Such representation can enable researchers to participate actively in continuing to drive and shape this strategy and the CIP, together with their delivery.

The University is confident that working in partnership with its researchers we can together deliver an environment which enables researchers to fulfil their career, personal and professional development goals within the University and beyond.

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