

Concordat Implementation Plan						
Update on Progress October 2012						
Recruitment & Selection						
	Action (from 2010 implementation plan)	Responsible	Timeframe	Concordat Principle	Progress	New Actions from Oct 2012
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	Ensure HR excellence in Research and Athena swan logos included in recruitment advertising (May 2012)
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	Completed	2	Ongoing commitment. A process has been put in place for career development reviews during a Research Fellowship. Postdocs coming to the end of their funding period should discuss future funding and the possibility of bridging funds with their PI, as set out in the Code of Practice for the Management of Research Staff.	

Recognition & Value (Research Staff and PIs)

	Action (from 2010 implementation plan)	Responsible	Timeframe	Concordat Principle	Progress	New Actions from Oct 2012
2.1	Facilitate scope for co-authorship & intellectual property rights via frameworks	RSI, PIs	June 2013	2,6	The University has a policy framework in place which promotes good practice with regards to authorship attribution and IP ownership. These principles were emphasised in the Code of Practice for Management of Research Staff	The University will review its existing Code of Good Research Practice in light of the UK Concordat on Research Integrity (June 2013).
2.2	Develop Code of Conduct/Practice for researchers re: entitlements, role & obligations	HR, RDO	Completed	All	A Code of Practice for the Management of Research Staff was drawn up by RDC and approved by RPSC Jan 2012. It was launched at the Annual Research Staff conference and is included in induction packs. This code is intended for both PIs and Researchers.	Continue to ensure dissemination of Code of Practice through induction, events and training programmes.
2.3	Provide opportunities for greater career development responsibility relative to career level	PIs, Mentors	Completed	2,3,4,6	Ongoing commitment, which is made explicit in the Code of Practice for the Management of Research Staff.	
2.4	Encourage representation on appropriate decision-making bodies	Court, Colleges	Completed	2	Research Staff are invited to attend staff meetings in Schools. Research Staff representatives have been invited to join RPSC and RDC and supported to run a Postdoc forum, which was attended by 43 early-career researchers.	Postdoc Forum to become an annual event in October / November, with support from the Researcher Development Officer. The Annual Research Staff Conference will also act as a platform for discussion and research staff input.
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	Colleges, Services, RDC	Completed	2,3,4,6	Ongoing commitment. Attendance at Annual Research Staff Conference has increased year on year and a facebook group has been set up for University of Glasgow postdocs.	Promote research-led fund to research staff and monitor uptake (RDC June 2013)

3.1	Undertake Questionnaire to explore PI's' perceptions and needs eg. PIRLS	HR	Completed - next survey 2013	All	PIRLS was undertaken at Glasgow in May 2011 and results presented to the RDC and Services	Undertake PIRLS in Spring 2013
3.2	Develop Code of Practice for PI's re: entitlements, role and obligations	HR, RDO	Completed	All	Code of Practice for the Management of Research Staff launched in 2012. It will be reviewed on an annual basis with minor revisions being approved by the Chair of RDC and major revisions approved by RDC, in consultation with the HR committee or RPSC as necessary.	
3.3	Develop for multi-faceted PI roles ie. Research leaders, knowledge workers, project coordinators, people managers, supervisors, mentors, career advisers, public engagement specialists	Services	Completed	1-6	Multi-faceted PI roles acknowledged by new promotion criteria, RDF implementation project and 'Maximising Academic Performance' working group*. The University became a signatory of the Manifesto for Public Engagement in 2011 and continues to offer its highly successful programme for new and aspiring Principal Investigators. Opportunities are presented to PIs to participate in public engagement and Knowledge Exchange networks through the University's research networks, Arts Lab, the Glasgow Science Festival and other initiatives.	
3.4	Recognise & reward via time allocation, and Promotion, Reward & Recognition, and Performance & Development Review (P&DR) processes re: multi-faceted roles	Colleges, HR	June 2013	2,3,4	The University is piloting a University-wide workload model for research and teaching staff, ensuring fair and equitable allocation of teaching, research and administrative roles. An Equality Impact Assessment (EIA) has been conducted for the first stage of this pilot.	HR will review progress with workload modelling (June 2013).

3.5	Publicise PI " role models " as exemplars to share/extend good/best practice	Colleges, RDC	Completed	2,3,4,5,6	PI presentations included in SDS courses and Research Staff Conference (presentations available on web), College 'Crucible' programmes and Arts Lab. This area will be further developed in line with Athena Swan	
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*Further information on the work of the Maximising Academic Performance working group <http://www.gla.ac.uk/services/humanresources/policies/p-z/promotion/academicpromotion/>

Support and Career Development

	Action (from 2010 implementation plan)	Responsible	Timeframe	Concordat Principle	Progress	New Actions from Oct 2012
4.1	Attain up to 10 days' training and development entitlement per annum for personal, professional and career development/management goals	Colleges, RDC, HR	October 2013	All	Expectations for attendance at training are set out in Code of Practice for the Management of Research Staff. Following the end of 'Roberts' funding, the University has committed to continuing its support for career development of researchers, including providing core funding for the Researcher Development Officer post, annual research staff conference and Staff Development Courses aimed at ECRs. A new committee (RDC) was introduced in 2010 to oversee intergrated researcher development provision for research students and staff.	
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 2013	3,4	New P&DR forms have been introduced and internal processes, managed by HR, have led to close to 100% of eligible researchers undertaking P&DR. RDF usage has been introduced to SDS courses and via the HR portal.. Training provision across the university has been mapped against the RDF (and reviewed by RDC).	The University is piloting Vitae's RDF planner tool with a small cohort of Research Staff (Dec 2012 - Mar 2013), reporting on its use to RDC Spring 2013. Information on training courses will be updated to reflect the language used in the RDF (led by SDS and Researcher Development Officer).

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	July 2013 for review of Early Career Researcher Programme	2,3,4	Career development advice and support is a key element of the Annual Research Staff Conference. Following the end of 'Roberts' funding, the University committed to retaining the post of Careers Adviser for Research Staff. Provision includes workshops, one to one appointments, interviews and employer events. The University collaborates with research pools (e.g. organising and hosting a SUPA researcher careers evening). An online Fellowship resource was developed to support researchers in application and interview stage and the University systematically conducts mock interviews for shortlisted Fellowship candidates. In 2011/12, the College of Science and Engineering piloted a 'Crucible' event for early-career researchers. This will be repeated for 2012/13.	Careers support for researchers will continue to be a key strand of the Research Staff Conference, as well as being included in a new development programme for Early Career Researchers. The University is undertaking a major new researcher employability initiative over 2012/13, aimed at developing mechanisms to systematically track career paths of Doctoral Researchers (many of whom also undertake postdocs) and engage with employers around their skill requirements from Doctoral / Postdoctoral Researchers. This will include employer forums as part of College 'industry' days (e.g. Science and Engineering event, Feb 2013), developing case studies (by Oct 2013) and alumni networking events (ongoing), to support researchers in making career decisions.
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 - updated to July 2013, in line with launch of University-wide programme	2,3,4	A corporate mentoring programme is being developed. Artslab and several University research networks (e.g. GRAMNET) have provided examples of mentoring through peer-supported grant writing workshops. Institute of Cardiovascular research have funded a researcher-led mentoring programme for women. The Sept 2012 postdoc forum allowed postdocs to provide input into what they would like from a mentoring programme.	SDS will be responsible for providing a best practice framework including training for mentees/mentors. SDS will monitor uptake and effectiveness of mentoring training, as well as providing advice on how the effectiveness of other mentoring programmes can be monitored.

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	July 2013	2,3,4	Ongoing commitment. Case studies and examples of such opportunities are promoted through the Annual Research Staff conference and in training courses offered by SDS and RSI.	These areas will be key elements of the new Early Career Researcher programme (2012/13). The Medicine, Veterinary Medicine and Life Sciences College will pilot an 'early-career Crucible' programme in 2012-13.
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4.6	Identify/articulate & facilitate outputs/skills/ competencies necessary for career paths/transitions to (i) promoted research posts, academic roles, (ii) industry	Colleges, HR	Completed	2,3,4,5	This is addressed in relation to RDF (see 4.2) and new promotion criteria (see Maximising Academic Performance).	
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	HR	June 2011 - new research-only forms to be introduced in 2013	2,3,4,5	New P&DR forms rolled out in 2011, with plans for additional guidance notes to be introduced, highlighting specific information for researchers	A research-staff only P&DR form is under development, for use in 2013.
4.8	Encourage PI's to release staff for development courses/opportunities	RDC, Colleges	Completed	2,3,4,5	Expectations on this are set out in the Code of Practice for the Management of Research Staff.	
4.9	Encourage mobility between academia/industry, UK/overseas, research disciplines/groups through placements/exchanges as development tool	Colleges, PIs	Completed	2,7	Mobility schemes such as the Marie Curie programme or First Steps Award (innovation vouchers to work with industry) are promoted across the University, including to ECRs.	
4.10	Develop/enhance induction (welcome & support) programmes & resources for international, EU, & UK staff at group, School/College & University level	HR, Colleges	Completed	1,7	New induction guidance and checklist produced for managers, including guidance on an 'induction buddy'.	

Researchers' Responsibility						
	Action (from 2010 implementation plan)	Responsible	Timeframe	Principle	Progress	New Actions from Oct 2012
5.1	College Research Deans to have responsibility as Champions for implementation plan & to promote culture of shared responsibility amongst researchers & PI's locally	Colleges, RPSC, RDC	Completed	All	RDC oversees Concordat implementation, reporting to RPSC, which includes Research Deans.	
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	Completed	4,5	Ongoing commitment, acknowledged through Code of Practice for the Management of Research Staff	See 2.1
5.3	Sensitise PI's to new responsibilities via Champions	RDC, Colleges	Completed	All	Ongoing commitment, acknowledged through Code of Practice for the Management of Research Staff	
5.4	PI's to support/facilitate career development culture promoted by Concordat	PI's	Completed	3,4,5	Ongoing commitment, acknowledged through Code of Practice for the Management of Research Staff	

Diversity & Equality						
	Action (from 2010 implementation plan)	Responsible	Timeframe	Concordat Principle	Progress	New Actions from Oct 2012
6.1	Foster and encourage Flexible working conditions	Colleges, Pls, HR	June 2013	2,3,4	The University's consultation on the draft flexible working policy will complete in Dec 2012. The Athena Swan Committee will take forward feedback from staff and are aiming to finalise the policy by June 2013.	HR will monitor the number of staff who take maternity, paternity, adoption and parental leave / time taken and statistics on staff choosing to return/not return after such leave.
6.2	Publicise transparent Promotion and Recognition & Reward policies/opportunities	HR	Completed	2,3	The work of the Maximising Academic Performance Committee has been regularly updated on University webpages.	
6.3	Facilitate participation in Athena SWAN Charter etc.	EDU, HR, Colleges	Completed - action now owned by Athena Swan internal review panel	6	University of Glasgow signed the Athena Swan Charter in August 2011 and established a self-assessment team, including School champions. Consultation will be undertaken on the University's action plan during Sept-Oct 2012. In Oct 2011, the University was officially recognised by the Institute of Physics and awarded Scotland's first Juno Champion status.	The University will submit an Athena Swan Bronze application in late 2012 and has set itself the target of submitting at least two Departmental Award applications in April 2013, with the ambition of achieving Silver Award status for all SET Schools and Research institutes prior to the end of 2015.
6.4	Regularly review the demographic profile of the University's researchers & take positive action as appropriate	RDC, Colleges	Completed	7	Ongoing commitment. The RDC will receive an annual report on statistics at their first meeting of the academic year. The Athena Swan committee undertake monitoring of gender statistics, including comparison of staff on fixed term contracts by gender with other HEIs.	
Athena Swan action plan: http://www.gla.ac.uk/media/media_241830_en.pdf						

Implementation and Review						
	Action (from 2010 implementation plan)	Responsible	Timeframe	Concordat Principle	Progress	New Actions from Oct 2012
7.1	Publicise Concordat Implementation Plan & its progress	RDC, HR	Completed	2,7	Ongoing through webpages, research staff conference and HR induction stallholder event. New staff receive a link to the Concordat in their offer letter.	Updated Concordat implementation plan to be made available on HR portal for research staff and emailed out to all Research Staff, PIs, REF working group, HR, RDC and RPSC.
7.2	Participate in surveys [eg. Careers in Research Online Survey (CROS), Principal Investigators and Research Leaders Survey (PIRLS)] for benchmarking	RDC	Completed - next survey 2013	All	Surveys completed May 2011 (VP Office R&E), results were reviewed by the RDC	CROS and PIRLS to be undertaken in Spring 2013 (led by Researcher Development Officer), with results reviewed by RDC, reporting annually to RPSC and HR committee.
7.3	Seek external recognition of key strategic successes ie. (i) seek EU's "HR Excellence in Research" badge, (ii) THES award etc.	RDC, HR	Completed	2,7	Ongoing commitment. UofG was joint recipient of 2010 THE award for <i>outstanding support for early-career researchers</i> , for participation in a Scotland-wide KE project, including the Scottish Crucible.	
7.4	Develop online questionnaire for exit interviews to monitor/evaluate provision	HR	Completed, with review in 2013	All	An electronic leaver survey was introduced for all staff in Jan 2012 and an initial analysis of responses will be undertaken in Oct-Nov 2012, reporting to the HR committee. HR committee to ensure RDC are kept abreast of relevant information and feedback via HR staff on RDC. Exit survey responses will also be monitored by HR, reporting to Athena Swan committee annually.	
7.5	Evaluate researchers & PI's delivery of implementation plan responsibilities to monitor outputs & progress via their own P&DR reviews	Colleges, HR	Completed	All	Ongoing commitment. Internal processes ensure that 100% of academic staff undertake P&DR.	
7.6	Monitor accessibility, effectiveness and take-up of development opportunities which are relevant and timely	RDC, SDS, Careers, LTC, RDO	October 2013	3,4,5	Monitored as part of annual RDC reporting and staff surveys.	Additional functionality will be installed in the HR system to capture information on training, allowing improved monitoring by RDC (from June 2013).

	Abbreviations:					
	CIP = Concordat Implementation Plan					
	PIs = Principal Investigators (research managers)					
	HR = Human Resources department					
	Colleges = University's 4 academic units					
	RSI = Research Strategy and Innovation (formerly R&E)					
	RDO = Researcher Development Officer					
	Court = Court of the University of Glasgow					
	RPSC = Research Policy and Strategy Committee					
	Services = service departments eg. Staff					
	RDC = Researcher Development Committee					
	RDF = Researcher Development Framework					
	SDS = Staff Development Service					