

## **Concordat Implementation Internal Review, November 2012**

The University of Glasgow launched its Concordat implementation plan on the web in November 2010 and formally at the Research Staff Conference in 2011: an annual event which acts as an important conduit for dissemination of new policies and provision for researchers, as well as providing opportunities for networking and training. Implementation of the action plan is overseen by the Researcher Development Committee (RDC), which is responsible for professional and career development opportunities for researchers at all career stages and is chaired by the VP (Research and Enterprise). The RDC reports to the Research Planning and Strategy Committee (RPSC) and annually to the HR Committee. Both RDC and RPSC have research staff representation, to ensure researchers are involved making key strategic decisions about the University's research environment, including Concordat implementation and review.

### **Process for internal review**

A four stage internal review was led by the VP(R&E)'s Office

1. In 2011, RDC received an update on progress with Concordat implementation, as well as results from CROS and PIRLS (2011) surveys. These were used to make recommendations about how best to focus efforts in implementation of each Concordat Principle.
2. The RDC's recommendations were taken forward by a small working party, jointly chaired by the VP (R&E) and the HR Director, including the Researcher Development Officer and representation from Staff Development, HR and the Equality & Diversity Unit.
3. A research staff forum was hosted in September 2012, to elicit feedback on progress with implementation, in order to formulate recommendations for future action. This was attended by approximately 5% of our research staff from across all four Colleges, as well as members of the working group. This event resulted in an online forum being established for research staff in the University. Notes from the event were circulated to all research staff.
4. Based on the feedback from the research staff forum, the working group revised the Concordat action plan and this was reviewed and endorsed by the RDC in November 2012. It is now available on the web.

### **Key achievements and Progress against the Concordat Principles (2010-2012) 1 (Recruitment and Selection)**

The University has an ongoing commitment to maintain high standards in recruitment and has already demonstrated its adherence to this Principle. Open ended contracts are standard for research staff, with fixed term contracts limited to c.15% of the population. Redeployment continues to be maximized where possible, accounting for 10% of research-only staff vacancies so filled.

### **2 (Value and Recognition)**

Our Research Staff Conference<sup>1</sup> has become an annual focal point for early-career researchers, bringing over 100 participants together to hear from local champions and representatives from Government, industry and funding bodies. The conference has a strong focus on career development and acts as a platform for the University to communicate its vision for supporting researchers' careers and acknowledging the essential contributions they make to the University. The Code of Practice for the Management of Research Staff was launched at the 2012 Research Staff

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<sup>1</sup> <http://www.gla.ac.uk/research/officeoftheviceprincipalforresearchenterprise/researcherdevelopment/>

Conference. It is available via the University's dedicated Research Staff and Principle Investigator web portals and is provided to new staff at inductions and to existing staff through committees and training.

### **3 to 5 (Support and Career Development and Researchers' Responsibilities)**

Key achievements in this area include:

- The successful launch of a University of Glasgow Crucible programme for early-career staff, promoting cross-disciplinary collaboration. This programme will run for a second time in 2012 and the University will also continue to support the Scottish Crucible, with strong representation from our researchers.
- Launch of the Code of Practice for the Management of Research staff, outlining responsibilities of researchers, PIs and Schools or mentors.
- The annual performance review process facilitates the review of early career researchers' career trajectories and promotes associated personal, professional and career development activities. A new PDR form catering exclusively to the needs of early career researchers is under development.. PIs continue to be supported in their development through a well-established development programme which facilitates the needs of new and established PIs in managing staff.
- The RDC has championed implementation of the Researcher Development Framework to support individual researchers to consider their career development needs. Glasgow is one of the first institutions in the UK to pilot use of the RDF online planner tool with research staff.
- The University has so far invested over £10million in the Lord Kelvin Adam Smith Fellowship scheme. Recipients of these Fellowships will be mentored and supported to achieve their research ambitions.
- Mentoring and mock interviews are available for research staff applying for internal or external Fellowships and a new online resource has been developed to support researchers with both the application and interview stages.

### **6 Diversity and Equality**

The University has made a strong commitment to achieving Athena Swan Bronze status and RDC has worked closely with the University's Equality and Diversity Unit towards this aim and more generally in implementing this Principle of the Concordat. Key achievements include:

- The introduction of online equality and diversity training and participation in the STELLAR leadership development programme for ethnic minorities.
- The University will submit its application for a University Bronze Athena Swan award in 2012 and individual Schools are working on Bronze and Silver applications for submission in 2013. Juno Champion status was awarded to the School of Physics and Astronomy (Oct 2011).
- Student maternity and paternity support policies were updated to provide specific guidance for PG researchers.
- Glasgow researchers contributed to the Royal Society of Edinburgh report '*Tapping all our Talents*'.

### **6 Implementation and review**

Since the launch of the Concordat, the University has continued to disseminate information regarding its commitment to implementation, with copies of the

Concordat being issued during recruitment, induction and training. The letter of appointment sent to new research and teaching staff includes the following paragraph:

*The University is committed to the career development of its research staff and supports the implementation of The Concordat to Support the Career Development of Researchers. Further details of the Concordat can be accessed at: <http://www.researchconcordat.ac.uk/index.html> and a hard copy is enclosed for your information.*

The University of Glasgow participated in a national launch of the Concordat in Edinburgh and hosted the Scottish 'Concordat implementation one year on' event in November 2011. This event facilitated the sharing of good practice across the sector in response to survey results as well as new approaches and policies.

The University's strategic plan sets out our aim of 'supporting early-career researchers who have potential to become leaders in their chosen fields'. Systems embedded to help us evaluate success with institutional goals also facilitate the monitoring of progress made against our concordat action plan:

- All staff within the University benefit from an annual appraisal with completion of this requirement being carefully monitored by HR. (4.2 in action plan).
- Processes have been put in place with the University's new online HR system, to ensure effective induction of new staff (checklists for PIs, guiding them in the operational aspects of induction, 4.10), with additional functionality for monitoring participation in training due in 2013 (4.1).
- The HR System provides E&D statistics which are reviewed annually by the RDC in collaboration with the Equality and Diversity unit (6.4).
- Results from CROS and PIRLS surveys are shared across the University to inform future policy and strategy and provide feedback on specific areas of Concordat implementation.

### **Next steps and success measures**

Our Concordat action plan has been updated (Nov 2012), identifying areas for development in 2012/13. As part of this plan the University will:

- Undertake a new employability initiative, aimed at communicating the non-academic opportunities for postdoctoral researchers and how employers perceive and understand the experience they bring (4.3).
- Pilot a new career development programme for early-career researchers, making use of the Researcher Development Framework to encourage researchers to think broadly about their professional development. Evaluation will take place in summer 2013 (4.3-4.5)
- Roll out a new mentoring programme (4.4) and build a community of researchers across campus.

Broad success measures include monitoring engagement in events and related initiatives, including training, the research staff forum, mentoring, the annual research staff conference, researcher-led funding bids and the CROS survey.

### **Monitoring and implementation plans (2012-14)**

The University has made excellent progress delivering against its action plan. The RDC will continue to oversee implementation, embedding monitoring and quality assurance within other management processes and local or University initiatives (e.g. Athena Swan). RDC will also be responsible for communication of work in this area, to ensure research staff and PIs are aware of the support available. We will continue to work with other Scottish Institutions to share practice, particularly in interpreting and making use of results from the CROS and PIRLS surveys.