

Action Plan for the Implementation of the 2008 Concordat

Introduction

This report outlines the Research Staff Working Group's response to implementing the new Concordat launched in 2008. These are actions aimed at improving the support for Research Staff at the University in relation to the principles of the new Concordat. This is the follow-up to an initial mapping document that was produced for Staffing Committee in Autumn 2008.

Content

Overleaf is a grid which outlines the Concordat's principles, the University's current provision and proposed actions to enhance its practice in relation to Research Staff. The key aims and actions suggested are:

Actions for the implementation of the Concordat which apply across its principles

- Brief the Heads of School, School Directors of Research and key School personnel on the implications of the Concordat.
- Revision of Local Concordat in line with the National Concordat. To be launched at Research Staff Conference at Reading in November 2009 (contingent on Council adopting it in July 09).

Training for Recruitment and Promotion Panels

- Recruitment & Selection training for all potential recruitment panel members by School for Autumn 2010. Potential participants in recruitment panels will be identified and trained on arrival at the University.

Effectiveness and take up of Mentoring

- Evaluation of School mentoring schemes to take place over Summer 2009.

Increased take up of Management Training for Principal Investigators to equip them to deliver Principle 2 Point 3 of National Concordat (See overleaf)

- Briefing PIs on a School basis about the new Concordat, policy changes & training provision.

Embedding the management of the above issue at School Level

- In the annual research planning process Schools will report on training and development for PIs and Research Staff and also their strategy for the two groups' future development.

Increase implementation of SDR for Research Staff and positive feedback about its outcomes.

- Evaluation of Maths Meteorology and Physics scheme of upgrading the SDR experience for Research Staff. If successful, roll out to other Schools.

Change in the culture of training and development for Research Staff.

- Enabling increased Research Staff engagement in University issues via: the establishment of a Research Staff Committee and Association; the development of a Research Staff Conference at Reading; and the launch of a networking website for Research Staff.

Increase Research Staff awareness of development opportunities and career options.

- For 09-10 there will be a training and development brochure published for Research Staff and delivered to every member of RS at the University.
- A newly designed insert for RS will go into their dedicated Welcome Pack, to raise the profile of their provision and the Local Concordat.
- Research Career Profiling project. This will enable the University to clarify the career options for existing Research Staff. Results of this due September 09.
- Termly email 3 point newsletter to include amongst other things, reminders about using Careers Advisory Service for exploring different career options.

Equal Opportunities and Diversity for Research Staff

- Recruitment and Selection training for all recruitment panel members to be rolled out by Autumn 2010.
- Continued partnership with UK Resource Centre for Women in Science, Engineering & Technology (SET) on events to support female Research Staff.
- Advancement through the Athena Swan Award Scheme. Maths Meteorology and Physics and Construction Management and Engineering have just made their application for the Silver Award.
- Address the needs of new international Research Staff via a page on RS web site to be built Summer 09.
- On-line Equal Opportunities and Diversity Training available from June 2009.

Evaluation of the impact of Research Staff Development at the University

- Devise and implement an overall system of evaluating the impact of the University's development work with Research Staff by end of academic year 09-10.

Dr Justin Hutchence, Secretary to the Research Staff Working Group, June 2009

Concordat Principles, Current University Provision and Aims and Actions for Further Implementation

Actions for implementation of Concordat Principles which apply across the principles.		
	<ul style="list-style-type: none"> Briefing for Heads of School and School Directors of Research on all aspects of the University's application of the revised Concordat. Revision of Local Concordat to take on board changes to National Concordat. This is planned to be launched at Research Staff Conference at Reading in November 2009. 	
Concordat Principle & Framework	University's provision	Aims and actions for the implementation of this principle
<p>Principle 1 Recognition of the importance of recruiting selecting and retaining researchers with the highest potential to achieve excellence in research.</p>	<ul style="list-style-type: none"> All chairs of interview panels receive training in recruitment and selection. Mentoring policy for new Research Staff. <ul style="list-style-type: none"> Centrally administered mentoring scheme. School provision of mentoring for Research Staff. CSTD New Staff Induction. CSTD Research Staff Induction. Email to new Research Staff and Principal Investigators to support role induction. Induction section on Research Staff website. 	<p>Training for Recruitment and Promotion Panels</p> <ul style="list-style-type: none"> Roll out Recruitment and Selection training for all recruitment panel members on a School basis by Autumn 2010. New Academic staff to be automatically enrolled on Recruitment and Selection Training in future. <p>Effectiveness and take up of Mentoring</p> <ul style="list-style-type: none"> Evaluation of School mentoring schemes to take place over Summer 2009.
<p>Principle 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.</p> <p>Point 3. Research managers should be</p>	<ul style="list-style-type: none"> Pay levels for RS have been put on the same level as equivalent staff through the implementation of the Framework Agreement and Equal Value Audit. Human Resources strategy point 39: "We will instigate particular measures to develop our ability to manage and develop Research Staff and RCUK Fellows, to enhance our reputation for research quality". Implementation of the Fixed Term Employees Regulations. The Local Concordat for Research Staff. 	<p>Increased take up of Management Training for Principal Investigators to equip them to deliver Point 3.</p> <ul style="list-style-type: none"> Briefing concerning the new Concordat and resultant policy changes and training provision for PIs on a School by School basis. <p>Embedding the management of the above issue at School Level</p> <ul style="list-style-type: none"> PVC for Research Dianne Berry has now requested Schools to include the following

<p>required to participate in active performance management, including career development guidance, and supervision of those who work in their teams. Employers should ensure that research managers are made aware of and understand their responsibilities for the management of researchers and should provide training opportunities, including equality and diversity training, to support research managers in doing this. Institutions will wish to consider how research managers' performance in these areas is developed, assessed and rewarded, and how effectively this supports good research management</p>	<ul style="list-style-type: none"> • The provision of a dedicated “one stop shop” web-site for Research Staff. http://www.reading.ac.uk/internal/researchstaff/rstaff-home.asp <p>CSTD provision for developing Principal Investigators as leaders and managers</p> <ul style="list-style-type: none"> • There are two Institute of Leadership and Management accredited programmes plus five one off courses. • There are a further two courses aimed at the specific needs of PIs: Leading Research Groups and the Essential Guide for New Principal Investigators. • CSTD also provide School based briefings for Principal Investigators on management and policy issues relating to Research Staff. • Publication and distribution of <i>Good practice for the management of Research Staff</i> to all Principal Investigators in 2007. • Under development: a “one stop shop” web-site for principal investigators to enhance their skills as research managers and leaders and develop their own careers. 	<p>in their annual research planning process: <u>“Implementing the Research Concordat</u> Please report on the extent to which the School’s PIs and research staff have participated in staff training and development activities over the past year, including SDRs. Indicate how you develop the leadership and management skills of your PIs and the research, career and personal management skills of your research staff.”</p> <ul style="list-style-type: none"> • CSTD in conjunction with Finance and HR Systems have developed a way of reporting training records for staff in Schools which indicates those who have and have not attended training. They will provide this information to Schools annually.
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<p>Principle 3 Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.</p>	<ul style="list-style-type: none"> • Twenty specific courses for Research Staff including courses on leadership and management, communication and entrepreneurship as part of the wider provision of 350 courses available to staff this year. • There are a wide range of development opportunities for Research Staff outlined on the Research Staff web-site. 	<p>Change in the culture of training and development for Research Staff.</p> <ul style="list-style-type: none"> • Increase in PI participation in management development (see above) which will have the knock on effect of changing the culture of training and development for Research Staff. • Embedding and supporting the management of this issue at a School level.
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<p>Principle 4 The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</p>	<ul style="list-style-type: none"> • An accredited course in research career management is offered to Research Staff. This introduces Research Staff to reflective practice and uses a Professional Development Record (PDR) to map their skills and enable them to think about their career direction. The PDR is available on the RS web-site to download for all Research Staff to use. • Courses for RS range in level, from those aimed at new RS such as Peer Reviewing Papers, through to high level courses on Leadership and Management. 	<p>Increased awareness of training and development opportunities for Research Staff. A clearer understanding of possible career options.</p> <ul style="list-style-type: none"> • Further advertising of courses has been commissioned. This year there will be a Training and Development Brochure published for Research Staff and delivered to every member of RS at the University. • A new insert for RS will go into their dedicated Welcome Pack, to raise the profile of their provision and the Local Concordat. • CCMS has funded a Research Career Profiling project. This will enable the University to clarify the career options for existing Research Staff. Interviews with Research Staff who have finished their contracts are ongoing. A second project is in the planning stage where interviewees will be recruited before they leave the University.

<p>Principle 5 Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.</p>	<ul style="list-style-type: none"> • Communicating to RS their own responsibility for their development is one of the key aims of the Certificate in Research Career Management. • Research staff are prompted about this in the Local Concordat which is included in their Welcome Folder when they arrive at the University. • The Local Concordat is one of the items discussed at Research Staff Induction. • The Staff Development Review should encourage RS to discuss these issues. • According to the 2005 Careers in Research On-line Survey the level of participation in the University's SDR was 64.5%. This made it the highest take up rate when compared to a range of institutions from the 94 and Russell groups. • The new policy initiative on supporting Research Staff in Maths Meteorology and Physics addresses this issue through SDR. 	<p>Increase the take up of SDR by Research Staff and positive feedback about its outcomes.</p> <ul style="list-style-type: none"> • Evaluation of Maths Meteorology and Physics scheme of upgrading the SDR experience for Research Staff. If successful, roll out to other Schools.
<p>Principle 6 Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.</p>	<ul style="list-style-type: none"> • Training of chairs of interview panels. • The University policies on Equal Opportunities & Diversity apply to Research Staff. • The Athena Swan Bronze Award. • The introduction of a Career Development Planning workshop for women Research Staff. 	<p>Increase in training opportunities in diversity and equality for staff working with Research Staff. Information and development opportunities to address specific issues in this area.</p> <ul style="list-style-type: none"> • Recruitment and Selection training recruitment panel members to be rolled out by Autumn 2010. • Continued partnership with UK Resource Centre for Women in Science, Engineering & Technology (SET) on events to support female Research Staff. • Advancement through the Athena Swan Award Scheme e.g. Maths Meteorology and

		<p>Physics are in the process of applying for the Silver award.</p> <ul style="list-style-type: none"> • Addressing the needs of new international Research Staff via a specific page on RS web site to be built Summer 09. • On-line Equal Opportunities and Diversity Training available from June 2009.
<p>Principle 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.</p>	<ul style="list-style-type: none"> • The University participates in the Careers in Research On-line Survey and is contributing to the process of developing the contents of the next version via the Research Staff Development Advisory Group (ReSDAG) of Vitae where the University is represented.¹ 	<p>Evaluation of the impact of Research Staff Development at the University.</p> <ul style="list-style-type: none"> • The University has just participated in the Careers in Research On-line Survey 2009. The results will be evaluated and followed up. • The University's Career Profiling Survey will enable evaluation of the impact of the policies to support the career and personal development of Research Staff. • Give input on the development of the national review process via ReSDAG and respond appropriately when the review is implemented. • Devise and implement an overall system of evaluating the impact of the University's development work with Research Staff by end of academic year 09-10.

¹ Justin Hutchence represents the University and the Vitae South East Hub on Research Staff matters.