

## Bournemouth University

### Action plan 2017-21 – implementation of the Concordat to Support the Career Development of Researchers

#### Abbreviations:

BU	Bournemouth University
DDRPP	Deputy Dean – Research and Professional Practice
FRKEC	Faculty Research and Knowledge Exchange Committee
HR	Human Resources
KE	Knowledge exchange
OD	Organisational Development
PGR	Postgraduate researcher
PVC	Pro Vice Chancellor
RCSG	Research Concordat Steering Group
RDF	Vitae's Researcher Development Framework
RKEO	Research and Knowledge Exchange Office
RKEDF	RKE Development Framework
RSA	Research Staff Association
UREC	University Research Ethics Committee
URKEC	University Research and Knowledge Exchange Committee

Section	Sub-principle description	2017-21 actions	Progress to date
General	<i>Enhancing engagement between research staff and their line managers and the Concordat / BU's action plan.</i>	<p><b>Action:</b> To hold regular Concordat-themed meetings with research staff and their line managers to discuss the action plan and generate feedback and further ideas.</p> <p>Target date and success measure(s): to continue to hold at least one event per year and to be able to demonstrate how the events have informed to the action plan. Aim for at least 75% of attendees to have found each event beneficial.</p> <p>Owner: RCSG</p>	
	<i>Further embedding ownership and oversight of the Concordat implementation at Faculty level.</i>	<p><b>Action GEN2:</b> To ensure the Concordat is a standing agenda item at the FRKECs and that matters raised are suitably discussed at URKEC. To provide support to the Faculties to address any issues arising and embed knowledge of the Concordat principles as appropriate.</p> <p>Target date and success measure(s): On-going with progress monitored on a regular basis through discussion with DDRPPs and research staff reps, responses to CROS and PIRLS, etc., as well as via the annual review of the effectiveness of URKEC and its sub-committees.</p> <p>Owner: RCSG (all) and DDRPPs</p>	
<b>PRINCIPLE 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research</b>			
A.1.0	<i>Principle 1 – general actions</i>	<p><b>Action A.1.0c:</b> To implement a more robust, transparent and accessible means of identifying current research staff as a cohort (to include pertinent information for monitoring, such as contract end dates, line managers, etc.). This links to Action B.2.4b.</p> <p>Target date and success measure(s): Possible improvements to be identified by autumn 2017 and then revised process to be implemented by summer 2018. Data to be readily available and capacity to interrogate data.</p>	

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		Owner: RKEO, HR and Faculties	
A.1.1	<i>All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.</i>	No further actions identified at this stage.	
A.1.2	<i>Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.</i>	<p><b>Action A.1.2a:</b> The University will seek to review the career framework including the standard job descriptions, person specifications, pay and grading for research staff posts. The RCSG will have the opportunity to feed into this review. Once ratified, development opportunities will be reviewed, refreshed and aligned to the Framework/Fusion to assist staff in advancing their careers.</p> <p>Target date and success measure(s): Date yet to be confirmed however the aim is for it to be approved by the end of 2017. Improvement in quantitative and qualitative outcomes of next staff, CROS and PIRLS surveys (particularly in terms of satisfaction) – with the intention of establishing initial benchmarks to enable target setting in following years.</p> <p>Owner: HR</p> <p><b>Action A.1.2b:</b> To ensure employment procedures are updated in light of Brexit and legislative changes (for example, changes to Tier 2 sponsorship).</p> <p>Target date and success measure(s): Date yet to be confirmed as dependent on Government action(s).</p> <p>Owner: HR</p>	
A.1.3	<i>Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason.</i>	<p><b>Action A.1.3a:</b> To continue to review the proportion of research staff on fixed-term contracts, particularly those on hourly paid and/or successive short-term contracts. To review how the BU Code of Practice – Use of Fixed-Term Contracts (and associated procedural documentation) is implemented.</p> <p>Target date and success measure(s): The regular review of fixed-term contracts is on-going and forms part of business as usual for HR. The RCSG will start monitoring this annually from early 2017. HR will proactively monitor research staff contractual status on a monthly basis and data will be presented quarterly to RCSG. We aim to see an increase in applications to the Bridging Fund (see Action B.2.4a). We will actively monitor levels of research staff successfully redeployed within BU – with the intention of establishing an initial benchmark to enable target setting in following years.</p> <p>Owner: HR</p>	
A.1.4	<i>To assure fairness, consistency and the best assessment of the candidates' potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant recent training. Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development.</i>	<p><b>Action A.1.4a:</b> To implement the Core e-Recruitment module and undertake monitoring to ensure interview panels reflect diversity and experience/expertise.</p> <p>Target date and success measure(s): To instigate regular monitoring by summer 2018. Aiming for all panels to reflect diversity in terms of gender as a minimum.</p> <p>Owner: HR</p>	
A.1.5	<i>The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organisation.</i>	This has been incorporated into Action A.1.2.	

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<b>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</b>			
B.2.1	<i>Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.</i>	<p>See Actions A.1.2 and B.2.6a.</p> <p><b>Action B.2.1a:</b> The University will seek to review the contractual status of research staff. The RCSG will have the opportunity to feed into this review.</p> <p>Target date and success measure(s): Date yet to be confirmed however the aim is for it to be approved by the end of 2017. Improvement in quantitative and qualitative outcomes of next staff, CROS and PIRLS surveys (particularly in terms of satisfaction) – with the intention of establishing initial benchmarks to enable target setting in following years.</p> <p>Owner: HR</p>	
		<p><b>Action B.2.1d:</b> To continue to support and resource the RSA and to see how stronger links with other BU staff/departments could be forged with the RSA. To clarify and promote the roles of the BU Research Staff Representatives. To ensure research staff have, and know they have, a voice at FRKECs, URKEC and RCSG. To survey the RSA constituency to understand the types of activities that will interest and engage them, and build this into the RSA’s plan of activities.</p> <p>Target date and success measure(s): Bimonthly RSA meetings to continue with support provided by RKEO. To maintain attendance at RSA meetings (currently 30% of research staff). To build succession planning into the RSA structure and practices (particularly for the Faculty Research Staff Reps) to ensure stability. For CROS 2019 to show that at least 30% of research staff are actively engaging with the RSA and find the engagement beneficial.</p> <p>Owner: BU Research Staff Reps</p>	
		<p><b>Action B.2.1e:</b> To improve the dedicated RSA webpages on the BU Research Blog in light of feedback from research staff regarding content, usability, etc. To regularly promote these pages and to track engagement.</p> <p>Target date and success measure(s): Updates to the webpages will be made on a regular basis in response to feedback obtained from research staff, such as via RSA meetings, CROS and regular Concordat meetings (see Action GEN1). For CROS 2019 to show that at least 50% of research staff are engaging with the RSA webpages and find their content of use.</p> <p>Owner: BU Research Staff Reps</p>	
		<p><b>Action B.2.1f:</b> To work with the Faculties to ensure all research staff have access to allocated funding for external staff development.</p> <p>Target date and success measure(s): Initial discussions to take place with Faculties in spring 2017, with any resulting actions completed by the end of 2018. Aim for all research staff to be aware of the process for accessing funding for external staff development and for all to be satisfied that they have access to such funding.</p> <p>Owner: RKEO, OD and Faculties</p>	
B.2.2	<i>Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed Term Employees (Prevention of Less Favourable Treatment)</i>	This has been incorporated into Action A.1.3a.	

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	<i>Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.</i>		
B.2.3	<i>Research managers should be 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.</i>	<p>See Action C.3.1.</p> <p><b>Action B.2.3a:</b> To continue to build this sub-principle into the leadership programmes.</p> <p>Target date and success measure(s): ongoing, however, the programmes are reviewed on an annual basis. This action is dependent on Action A.1.0c. See success measures for Action B.2.3b.</p> <p>Owner: OD</p> <p><b>Action B.2.3b:</b> To improve promotion of the leadership development programmes, for example by proactively targeting appropriate research leaders and managers and encouraging them to participate.</p> <p>Target date and success measure(s): This action is dependent on Action A.1.0c. At the moment we do not have a definitive list of research staff or their line managers. This makes it difficult to quantify the success measures as we first need to establish a robust baseline from which to measure progress. The programmes (including their promotion) are reviewed on an annual basis (usually summer). Success measures will include:</p> <ul style="list-style-type: none"> <li>- the effectiveness of the programmes and resources evaluated with positive feedback and ideas for improvement addressed;</li> <li>- individual programmes of coaching evaluated with positive feedback received;</li> <li>- responses to internal research staff/research line manager surveys positive and/or improved in relevant areas;</li> <li>- overall annual staff survey results improved year-on-year in relevant areas.</li> <li>- CROS and PIRLS (and our other research surveys) to show improvements over time that those participating in the BU Leadership Programmes have found the experience beneficial. The results should also show improvements relating to motivation, performance management and line manager effectiveness. Where this isn't clear from the survey results, focus groups will be held.</li> <li>- We plan to use a variety of other HR and OD-related metrics such as data on the number of grievance and disciplinary cases, evaluation of impact of development sessions on these success rates, individual confidence and competence scores etc. These can be benchmarked, quantified and refined once we have a definitive list of research staff and their line managers (Action A.1.0c).</li> </ul> <p>Owner: OD</p> <p><b>Action B.2.3d:</b> To explore how best to ensure managers of research staff fully understand, and are able to undertake, the role. To ensure a better consistency of approach to the management of research staff.</p> <p>Target date and success measure(s): To present exploratory work to RCSG by summer 2017. RCSG will agree a plan for taking this work forward; this will include success measures for evaluating its impact.</p> <p>Owner: HR, OD, RKEO and Faculties</p>	
B.2.4	<i>Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants, other schemes for supporting time between grant funding, or systems for redeploying researchers within organisations where resources allow. Funders are expected to make it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective.</i>	<p><b>Action B.2.4a:</b> To continue to operate the BU Bridging Fund Scheme, making improvements where appropriate.</p> <p>Target date and success measure(s): On-going (to include an annual summer review). Aim for at least three researchers to be successfully supported by the scheme each year from 2017. Aim for the annual evaluation to demonstrate the benefits of the scheme to the research staff it has supported and to the University. The success measures will be dependent upon the individual cases and could include research staff job satisfaction, job stability, external research funding, research outputs, etc.</p>	

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		<p>Owner: RKEO, HR and Faculties</p> <p><b>Action B.2.4b:</b> To improve workforce planning and information to Faculties for the proactive management of succession planning and redeployment for research staff. This would support talent retention and career security. This links to Action A.1.0c.</p> <p>Target date and success measure(s): Succession planning is being reviewed across the whole University with recommendations for improvements scheduled to be presented to the University Executive Team in summer 2017. A working group from the RCSG has been established and will ensure this action is connected to the broader succession planning work. The aim is for possible improvements to be identified by autumn 2017, in light of the wider programme of work on succession planning, and then implemented by summer 2018. We aim to see an increase in: i) the number of fixed term research staff who are redeployed into other posts at BU at the end of their contract; and, ii) an increase in satisfaction, as reported by research staff, regarding the management of the process of their contract renewal/redeployment/termination.</p> <p>Owner: RKEO, HR, OD and Faculties</p>	
B.2.5	<p><i>Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework.</i></p>	<p>This has been incorporated into Action B.2.1a.</p>	
B.2.6	<p><i>Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.</i></p>	<p><b>Action B.2.6a:</b> The University will seek to review promotion and development opportunities for research staff. The RCSG will have the opportunity to feed into this review. Once ratified, development opportunities (including promotional opportunities) will be reviewed, refreshed and aligned to the Framework/Fusion to assist staff in progressing their careers.</p> <p>Target date and success measure(s): Date yet to be confirmed however the aim is for it to be approved by the end of 2017. Improvement in quantitative and qualitative outcomes of next staff, CROS and PIRLS surveys (particularly in terms of satisfaction) – with the intention of establishing initial benchmarks to enable target setting in following years.</p> <p>Owner: HR and OD</p>	
		<p><b>Action B.2.6c:</b> To produce and promote case studies on how academic and research staff have developed their careers using the RKEDF. 'Learning logs' (based on Vitae's RDF) will be used over a three year period.</p> <p>Target date and success measure(s): Using benchmark data for both RKEDF and bidding activity already available, a subset based on cohort of selected academics at varying career stages will be set up. During the period 17/18 further quantitative and qualitative data will be obtained regarding this cohort using a mix of reporting from internal systems, face to face meetings and self-recorded activity from learning logs. In August 2018, the benchmark subset and the 17/18 data, both based on the same cohort, will be compared alongside data regarding academics who have not engaged with the RKEDF. As an outcome, it is envisaged that there will be at least two case studies of RKEDF interaction per Faculty; one case study from an early career researcher and the other at senior lecturer or above with evidence of submission to three or more externally funded bids, successful or not. This is part of a range of measures being developed in the <a href="#">RKEDF Pathway Assessment Matrix</a>.</p> <p>Owner: RKEO</p>	

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<b>PRINCIPLE 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment</b>			
C.3.1	<i>It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position. It is, therefore, imperative that researcher positions in the UK are attractive in themselves (and not, for example, solely as potential stepping stones to permanent academic positions). This requires that they provide career development which is comparable to, and competitive with, other employment sectors.</i>	This has been incorporated into Section B.2.3.	
C.3.2	<i>A wide variety of career paths are open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.</i>	<p><b>Action C.3.2a:</b> To review and strengthen the implementation of the new RKEDF (linked to the BU ACF and the Vitae RDF). To explore how research staff could be involved in the delivery of some of the training sessions for staff and PGRs.</p> <p>Target date and success measure(s): To review the first year of the RKEDF by summer 2018 and to make recommendations for improvement to be implemented from autumn 2018 onwards. To aim for 75% of respondents to CROS and PIRLS 2019 to be satisfied with the support and development received as part of the Framework.</p> <p>Owner: RKEO and OD</p>	
C.3.3	<i>Employers, funders and researchers recognise that researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in whatever field they choose to enter.</i>	<p><b>Action C.3.3d:</b> To introduce more robust processes for monitoring staff/PGRs undertaking public engagement activities. To increase the proportion of research staff and PGRs who undertake public engagement.</p> <p>Target date and success measure(s): To introduce new processes for recording the number of staff/PGRs undertaking public engagement in time for autumn 2017. To strive for 75% of research staff and BU-funded PGRs to have engaged with at least two public engagement activities by summer 2018. This will be monitored on an annual basis from 2017-18. Aim for CROS 2017 and 2019 to show that the majority of research staff have had the opportunity to undertake public engagement with research (50% CROS 15 – aim for at least 75% from CROS 17 onwards) and for the majority of research staff to agree that BU recognises and values their contributions to public engagement with research (86% CROS 15 – aim for CROS 17 and 19 to show a similar, and ideally higher, proportion).</p> <p>Owner: RKEO, Graduate School &amp; RCSG member</p> <p><b>Action C.3.3e:</b> To hold a public engagement event as part of the annual Festival of Learning for researchers (staff and students) to present their work.</p> <p>Target date and success measure(s): To run an event as part of the annual FoL. Aim for an increasing number of research staff to present at the FoL and for CROS 2017 and 2019 to show that all research staff who have participated in the FoL (as a presenter) found the experience to be beneficial (CROS 15 data indicated that 58% of research staff participated in the FoL and 100% found the experience beneficial).</p> <p>Owner: Research Staff Reps</p>	
C.3.4	<i>All employers will wish to review how their staff can access professional, independent advice on career management in general, particularly the prospect of employment beyond their immediate discipline base, or offering training and placements to broaden awareness of other fields and sectors.</i>	No further actions identified at this stage.	
C.3.5	<i>Researchers benefit from clear systems that help them to plan</i>	This will be reviewed. See Action A.1.2.	

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	<p><i>their career development. Employers and funding bodies should assist researchers to make informed choices about their career progression by ensuring that their own policies and processes for promotion and reward are transparent and clearly stated and that all researchers are aware of local and national career development strategies.</i></p>		
C.3.6	<p><i>Employers should provide a planned induction programme for researchers, on appointment to a research post, to ensure early effectiveness through the understanding of the organisation and its policies and procedures. They should also ensure that research managers provide effective research environments for the training and development of researchers and encourage them to maintain or start their continuous professional development.</i></p>	<p><b>Action C.3.6c:</b> To develop better support for local induction, particularly at department/Faculty level, of academic and research staff.</p> <p>Target date and success measure(s): To be taken forward by the OD Adviser from December 2015. Aim for this change to be positively reflected in the CROS 17 and 19 responses with the majority of research staff being offered a department/Faculty induction and finding this a useful experience (CROS 15 indicated that 20% of research staff found the department / faculty induction useful or very useful (43% nationally) and 60% said that they were never offered a department / faculty induction).</p> <p>Owner: OD</p>	
C.3.7	<p><i>Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those skills. For example, researchers may be given the opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.</i></p>	<p><b>Action C.3.7:</b> To develop and implement documentation on research staff career pathways.</p> <p>Target date and success measure(s): Date yet to be confirmed however the aim is for it to be approved by the end of 2017. Improvement in quantitative and qualitative outcomes of next staff, CROS and PIRLS surveys (particularly in terms of satisfaction) – with the intention of establishing initial benchmarks to enable target setting in following years.</p> <p>Owner: HR and OD</p>	
C.3.8	<p><i>Employers also should provide a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers. All researchers should be familiar with such provisions and arrangements.</i></p>	<p><b>Action C.3.8a:</b> To develop the BU Mentor Network.</p> <p>Target date and success measure(s): Preliminary planning stages are in progress and the aim is for the mentor network to be launched in autumn 2017. It is too early to put targets against this as these are still in development, however, a Mentoring Steering Group is being established and we will be monitoring uptake from research staff and seeking feedback on its usefulness future research staff surveys / CROS.</p> <p>Owner: OD</p>	
C.3.9	<p><i>Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity, so far as is possible within the project. It should be stressed that developmental activity can often have a direct impact on the success of the project, by distributing work, taking advantage of individual strengths and talents, and increasing the skill and effectiveness of researchers in key areas such as writing for publication or communicating with a wider audience. Funding bodies acknowledge that the training of researchers is a significant contribution to research output and they encourage employers and mentors to adopt these practices.</i></p>	<p><b>Action C.3.9a:</b> To continue to monitor engagement with appraisal ensuring that research staff have annual appraisals and personal and professional development plans in place. To ensure that Core is being updated accurately with information on completed appraisals for research staff. To clarify the requirement for objectives to be set for research staff as part of the probationary period and to build this into the induction and probation workshops for the line managers of research staff.</p> <p>Target date and success measure(s): To review engagement with appraisal twice each year. We are aiming for 100% of eligible research staff to have an annual appraisal by autumn 2018. We will seek feedback from research staff as to whether objectives were set during their probationary period, aiming for 100% to have experienced this from summer 2018.</p> <p>Owner: OD</p>	

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		<p><b>Action C.3.9c:</b> To review the Code of Practice for the Employment and Development of Research Staff and procedural guidance on probation, appraisal and pay progression for research staff to ensure it is clear to follow and consistently applied across all Faculties.</p> <p>Target date and success measure(s): Documentation to be reviewed and communicated by summer 2017, then annually thereafter. From 2018, we will engage with research staff and their line managers as part of the annual review of the Code of Practice. Feedback on the content and application of the Code of Practice will be sought in CROS and PIRLS 2019.</p> <p>Owner: RKEO, HR and OD</p>	
		<p><b>Action C.3.9d:</b> To successfully deliver the RKEDF. To monitor research staff engagement with the programme. RKEO and OD to ensure that staff understand how the pathways within the framework can support their achievement of outputs identified in the Academic Career Matrix as well as how it aligns to the Vitae RDF. To promote and communicate the programme across the university.</p> <p>Target date and success measure(s): On-going promotion and communication. Aiming for at least 50% of research staff to have engaged with the programme by summer 2018 and for this to increase annually thereafter. Aim for CROS and PIRLS 17 and 19 to demonstrate that at least 75% of those engaging with the RKEDF are finding the experience beneficial.</p> <p>Owner: RKEO and OD</p>	
<b>PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career</b>			
C.4.10	<p><i>Researchers should be empowered by having a realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices at the appropriate times. Employers should introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is important that researchers have access to honest and transparent advice on their prospects for success in their preferred career.</i></p>	<p>This has been incorporated into Actions C.3.9a.</p>	
C.4.11	<p><i>Employers will wish to ensure that developmental activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not unduly disadvantaged when moving from one employer to another.</i></p>	<p><b>Action C.4.11:</b> To review the content and delivery of the development schemes on a regular basis.</p> <p>Target date and success measure(s): We will review the schemes on an annual basis, taking into account feedback from a variety of channels, participation rates, RSA requests, etc. See actions C.3.9d and C.2.3b for success measures relating to whether participants find the development schemes beneficial.</p> <p>Owner: RKEO and OD</p>	
C.4.12	<p><i>Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development, suitable training and support is provided.</i></p>	<p>This has been incorporated into action C.4.11.</p>	



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C.4.1 3	<i>Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees.</i>	<p><b>Action C.4.13c:</b> To clarify the role and responsibilities for the University and Faculty Research Staff Reps. To ensure research staff know about the reps and understand how to raise matters for discussion at URKEC, RCSG and FRKECs.</p> <p>Target date and success measure(s): To develop role profiles and associated documentation for approval by RCSG in autumn 2017, with implementation planned for early 2018. To undertake an evaluation in 2018 to assess the impact of these documents.</p> <p>Owner: RKEO and Research Staff Reps</p>	
C.4.1 4	<i>Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.</i>	Incorporated into Action C.3.8a.	
<b>PRINCIPLE 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning</b>			
D.5.1	<i>Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.</i>	<p><b>Action D.5.1a:</b> To continue to embed the principles of the Concordat to Support Research Integrity and to raise awareness of its importance.</p> <p>Target date and success measure(s): as per the University's action plan for the Concordat to Support Research Integrity. We are aiming for CROS17 data to show an increase from 67% to 75% for the proportion of research staff who have heard of the Concordat, and for this to increase to 85% by CROS19.</p> <p>Owner: RKEO and Ethics Chairs</p> <p><b>Action D.5.1b:</b> To produce an annual statement outlining our activities in supporting the Concordat to Support Research Integrity and presented to URKEC for approval; this will be shared with research and academic staff.</p> <p>Target date and success measure(s): For the first statement to be presented at URKEC in summer 2017. To take place annually thereafter.</p> <p>Owner: RKEO</p>	
D.5.2	<i>Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole.</i>	<p>For public engagement, see Actions C.3.3d and C.3.3e.</p> <p><b>Action D.5.2a:</b> To finalise the updated commercialisation and IP policy.</p> <p>Target date and success measure(s): To finalise and have the policy ratified during the 2016-17 academic year. To promote this to research and academic staff and to keep track of the experiences of those making disclosures under the new policy.</p> <p>Owner: PVC (JF)</p> <p><b>Action D.5.2b:</b> To explore how BU academic and research staff could take part in a collaborative Crucible-style event.</p> <p>Target date and success measure(s): Initial work to take place in 2017 with the aim of an event taking place in 2018. For the majority of those participating in the event to find it beneficial and for participation to ideally lead to new projects, networks, etc.</p> <p>Owner: RKEO</p>	

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D.5.3	<i>Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge.</i>	<p><b>Action D.5.3a:</b> To continue to review, enhance and embed the ethics governance structure, including raising awareness of the importance of research ethics across the University. As part of the new Academic Career Framework, to deliver additional sessions targeting specific areas of interest (working with children, informed consent under the Mental Health Capacity Act, etc.) to engage staff around ethical issues pertinent to their own subject areas and research interests.</p> <p>Target date and success measure(s): To increase the number of academic/research staff and PGRs who have completed the ethics module to 75% by summer 2017 and to at least maintain this proportion annually thereafter. To review the ethics procedures in 2017 and implement any changes by 2018. To deliver the additional ethics sessions from 2017 onwards.</p> <p>Owner: RKEO and Ethics Chairs</p>	
D.5.4	<i>Researchers should also be aware that the skills and achievements required to move on from a research position may not be the same as the skills and achievements which they displayed to reach that position.</i>	See section and Action C.3.7.	
D.5.5	<i>Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly, they should identify training needs and actively seek out opportunities for learning and development in order to further that career and take personal responsibility for their choices. Research managers and employers also have a responsibility to provide honest advice and appropriate structures, and to equip researchers with the tools to manage their own careers. Research managers should encourage research staff under their supervision to attend appropriate training and career development courses and events.</i>	<p><b>Action D.5.5a:</b> To regularly review provision to ensure it meets with researcher and research manager needs. To use CROS, PIRLS and staff surveys as a means of collating this information.</p> <p>Target date and success measure(s): To review provision in summer 2017 and regularly thereafter</p> <p>Owner: RCSG (all)</p>	
		<p><b>Action D.5.5b:</b> To deliver training to research leaders, line managers and mentors on how to provide careers advice to academic and research staff, ideally built into the RKE Development Framework.</p> <p>Target date and success measure(s): To deliver and have evaluated training by summer 2018. Aiming to achieve a participant satisfaction rating of 75%. Also aiming for PIRLS 2019 to show an increase in the number of respondents who feel confident in providing advice on careers inside HE (75%) and outside HE (50%).</p> <p>Owner: RKEO and OD</p>	
		<p><b>Action D.5.5c:</b> To produce a simple A-Z document for research staff signposting them to development opportunities available. This will be provided to new staff and their line managers with other induction materials.</p> <p>Target date and success measure(s): To produce the first version of the guide by summer 2017 with input from the University Research Staff Reps. To ensure this is sent to all new research staff when they join BU. To seek feedback on the usefulness of this document from summer 2018, with the aim of establishing that the majority of research staff found it useful.</p> <p>Owner: OD</p>	
D.5.6	<i>Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated throughout the year in discussion with their research manager and mentor, and that they commit themselves fully to all such activities. Researchers are encouraged to record their Personal Development Planning (PDP) and CPD activities, a log of which may be presented to current and future employers as appropriate.</i>	All researchers are part of the appraisal cycle which includes a personal and professional development plan. See sections B.2.3, C.3.1 and C.3.6.	

Section	Sub-principle description	2017-21 actions	Progress to date
<b>PRINCIPLE 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers</b>			
E.6.1	<i>The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion. It also requires public bodies to take positive steps to promote equality, based on evidence and priorities, and to develop specific schemes and action plans related to gender, race and disability to address specific issues of underrepresentation or lack of progression.</i>	<p><b>Action E.6.1:</b> To annually review equality, dignity and diversity at BU.</p> <p>Target date and success measure(s): To review activities and produce an annual diversity report every year (summer). To monitor responses on equality and diversity made to CROS / PIRLS in 2017 and 2019, aiming for at least 80% of respondents to agree that BU is committed to this agenda.</p> <p>Owner: Equality and Diversity Steering Group</p>	
E.6.2	As is the case for society as a whole, UK research will benefit from increasing equality and diversity in the recruitment and retention of researchers. The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.	No further actions for now. This has been incorporated into Action E.6.1.	
E.6.3	It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups. We strongly recommend that all members of the UK research community actively address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately impact on some groups more than others.	<p><b>Action E.6.3a:</b> To make submissions for at least two silver departmental awards and a new institutional award under the expanded criteria of the new Athena Swan charter.</p> <p>Target date and success measure(s): To submit two departmental submissions by spring 2018. To submit the institutional submission by autumn 2018. To achieve at least two bronze departmental awards and retain a bronze award under the expanded criteria. To ensure research staff are invited to feedback into the process. In 2017 we will forge stronger links between RCSG and the Athena Swan SAT with a view to investigating overlapping agendas and intersectionality.</p> <p>Owner: Athena Swan SAT</p> <p><b>Action E.6.3b:</b> To make an institutional submission for a bronze Race Equality Charter award.</p> <p>Target date and success measure(s): To submit the institutional submission by spring 2019. To achieve a bronze award. To ensure research staff are invited to feedback into the process. In 2017-18 we will forge stronger links between RCSG and the Race Equality Charter SAT with a view to investigating overlapping agendas and intersectionality.</p> <p>Owner: Race Equality Charter SAT</p>	
E.6.4	<i>Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the early career period may be prolonged, and this may be a time where the risk of attrition from the research path is most acute. Working conditions should allow both female and male researchers to combine family and work, children and career.</i>	<p><b>Action E.6.4:</b> To review family leave policies.</p> <p>Target date and success measure(s): To review the policies (for example, maternity, paternity, adoption, parental, etc.) on an annual basis. To consider the impact of these policies on research staff by undertaking equality analysis.</p> <p>Owner: HR</p>	
E.6.5	<i>It is important for employers to respond flexibly to requests for changed work patterns and to resist instant refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently.</i>	No further actions for now. This has been incorporated into action E.6.4.	
E.6.6	<i>Funders should continue to ensure that their funding</i>	No further actions for now. This is reviewed as part of the standard review of BU policies and procedures as relevant.	

Section	Sub-principle description	2017-21 actions	Progress to date
	<i>mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity leave.</i>		
E.6.7	<i>Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages. Diversity should be reflected on selection and evaluation committees. What is 'representative' will vary according to the nature of the institution and the academic research subject, but institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below.</i>	No further actions for now. This has been incorporated into actions A.1.2, E.6.1 and E.6.3.	
E.6.8	<i>Account should also be taken of the personal circumstances of groups of researchers. Examples would include researchers who have responsibility for young children or adult dependants, researchers for whom English is not a first language, older or younger researchers, or researchers with disabilities and long-term health issues. Employers and funders should change policies or practices that directly or indirectly disadvantage such groups.</i>	No further actions for now. This has been incorporated into action E.6.4.	
E.6.9	<i>All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties.</i>	<b>Action E.6.9:</b> To evaluate the Dignity and Respect Policy and Procedures.  Target date and success measure(s): Annual review (usually summer). To deliver workshops throughout the year on Dignity and Respect & Promoting Good Relations. To increase the number of research staff engaging with equality and diversity training from 25% in CROS 15 to 50% by CROS 19.  Owner: Equality and Diversity Adviser	
E.6.10	<i>Employers should also consider participation in schemes such as the Athena Swan Charter, the Juno Project and other initiatives aimed at promoting diversity in research careers.</i>	See Action E.6.3.	
<b>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</b>			
F.7.1	<i>The implementation of the Concordat's principles will lead to greater integration of researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.</i>	<b>Action F.7.1a:</b> To review the membership, role and purpose of RCSG, as well as progress with the action plan, on a regular basis.  Target date and success measure(s): Action plan to be reviewed quarterly and RCSG to be reviewed annually, unless required sooner  Owner: RCSG (all) <b>Action F.7.1b:</b> To provide updates to Deans via ULT. These briefings will provide a summary of key points they need to know and over which they have influence.  Target date and success measure(s): Updates will be provided annually unless otherwise required.	

Section	Sub-principle description	2017-21 actions	Progress to date
		<p>Owner: RCSG</p> <p><b>Action F.7.1d:</b> To increase the proportion of academic/research staff who feel integrated into their Faculty, University and disciplinary communities.</p> <p>Target date and success measure(s): CROS and PIRLS data in 2017 to show an increase on these figures from 2015. To increase the proportion of academic/research staff who feel integrated into their Faculty, University and disciplinary communities, as measured using the CROS and PIRLS data. In particular, to aim for a greater proportion of research staff to feel integrated into their department's research community (&gt;75%) and BU's research community (&gt;50%) by 2019 (action F.7.1d).</p> <p>Owner: RKEO, RCSG and Faculties</p>	
F.7.2	<p><i>The signatories agree:</i></p> <p><i>a. to constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation of the funders and sector bodies including the Professional Institutions. This group will inform the UK Research Base Funders' Forum of progress.</i></p> <p><i>b. to procure an independent benchmarking study to assess the state of the sector at the launch of this Concordat.</i></p> <p><i>c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report.</i></p> <p><i>d. to draw up an implementation plan for the Concordat, to ensure a coherent and sustained approach by organisations operating in the sector and the appropriate use of survey and monitoring tools such as the Careers in Research Online Survey (CROS).</i></p> <p><i>e. to undertake and publish a major review of the implementation of the Concordat after three years reporting to the signatories and taking account of progress against the benchmark report and the views of researchers and employers (both outside and within the HE sector).</i></p>	<p><b>Action F.7.2b:</b> To run CROS and PIRLS in spring 2017 and 2019.</p> <p>Target date and success measure(s): To run the surveys in spring 2017 and 2019 and to analyse the results for presentation to RCSG and URKEC. DDRPPs will be responsible for sharing the findings within their Faculties. To aim for response rates of: 30% to CROS17, 40% to CROS19, 40% to PIRLS17 and PIRLS19. The findings will be used to review the action plan, benchmark progress and identify new actions.</p> <p>Owner: RKEO, RCSG and DDRPPs</p>	
F.7.3	<p><i>The signatory funders will ensure that their terms and conditions of, for example, project grants include the expectation that the Research Organisations that they fund will adopt the principles of the revised Concordat.</i></p>	<p><b>Action F.7.3:</b> To continue to monitor the expectations of signatory funders in relation to the implementation of the Concordat.</p> <p>Target date and success measure(s): This is an ongoing action that forms part of the role of the Funding Development Team in RKEO.</p> <p>Owner: RKEO</p>	
F.7.4	<p><i>The signatories recognise the value of innovation in practices and of sharing practice between institutions and aim to promote these throughout the implementation and review process.</i></p> <p><i>The funding signatories will consider aligning their support for transferable and career development skills. It is expected that Vitae, the national programme dedicated to realising the potential of researchers, funded by the Research Councils, will play a major role in innovating, sharing practice and enhancing</i></p>	<p><b>Action F.7.4:</b> To continue to engage with Vitae and colleagues at other universities to share good practice internally and externally.</p> <p>Target date and success measure(s): This is an ongoing action.</p> <p>Owner: RKEO and the Graduate School</p>	

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	<i>the capability of the sector to implement aspects of the Concordat, as well as establishing strategic partnerships between funders.</i>		
F.7.5	<i>Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the co-ordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the Concordat, significant emphasis will be placed on the use of existing data and information sources and on the sharing of good practice between institutions and to provide evidence of its impact.</i>	No further actions identified at this stage. Equality and diversity data are already monitored by the University in consultation with the relevant staff equality groups and networks.	

Table 1 – Bournemouth University action plan 2017-21