

**CONCORDAT TO SUPPORT THE CAREER
DEVELOPMENT OF RESEARCHERS:
ACTION PLAN**



Document Title:	Concordat to Support the Career Development of Researchers: Action Plan
Document Author:	Professor Simon Jobson
Responsible Person and Department:	Director of RKE
Approving Body:	Senate RKE Committee
Date of Approval:	09 March 2016
Date Effective From:	09 March 2016
Review Date:	March 2017
Indicate whether the document is for public access or internal access only Indicate whether the document applies to collaborative provision? <i>(Strikethrough text, as appropriate)</i>	Public Access Internal Access Only Applies to Collaborative Provision
Summary: This document defines the University's action plan for the implementation of the 2008 Concordat to Support the Career Development of Researchers. This action plan will form part of the University's application for the HR Excellence in Research Award.	

University of Winchester Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: June 2015

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
A. RECRUITMENT AND SELECTION					
PRINCIPLE 1 - Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.					
<i>Members of the research community understand researchers are chosen for their ability to advance research</i>	<p>Recruitment guidelines help managers to recruit effectively and, by so doing, contribute to our strategic objectives and particularly promote equality of opportunity in accordance with the University's Equality and Diversity Policy:</p> <p>http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Equality%20and%20Diversity%20Policy.pdf</p> <p>The University is committed to the advancement of its research strategy at the highest level and for selecting academic staff that can demonstrate that they are engaged in research activities.</p>	<p>Building research capacity is one of the University's strategic aims. This needs to be included and referred to in job specs and adverts across all academic and research posts.</p> <p>University Research and Knowledge Exchange Strategy includes targets for research, which are echoed in Faculty RKE Strategies:</p> <p>http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/RKE%20Strategy.pdf</p>	<p>1st Quarter of 2016/17 academic year</p> <p>Deans of Faculty, Heads of Department and Human Resources Department (HR)</p>	<p>Job specs and adverts across all academic and research posts updated to reflect the University's strategic aims of building research capacity.</p> <p>Faculties currently writing 2016/17 strategies.</p> <p>Targets have been included in RKE Strategy.</p>	<p>All relevant documentation, including adverts across academic and research posts to include University strategic aims of building research capacity.</p>
<i>Recruitment & selection</i>	The University is committed to ensuring	Ensure that PIs work	1 st Quarter of	Intranet pages updated to	Successful implementation of

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
<i>procedures are informative, transparent and open to all qualified applicants</i>	that all aspects of recruitment and selection are robust, flexible and developed in line with current legislation and best practice.	with HR when recruiting any staff and that new PIs have an induction programme set up for them which includes recruitment and selection. Potential PIs should be briefed about recruitment and selection processes at bid stage when research posts are being considered.	2016/17 academic year HR, PIs and RKE	reflect action identified. Induction programme in development.	induction programme with regular feedback informing further development.
<i>Person and vacancy specs must clearly identify the skills for the post, and these must be relevant to the role</i>	DRKE/DPGRS/PIs work with HR on job descriptions, person specification and advertisements using role profiles or grade descriptors.	HR to be involved at an early stage where job descriptions and person specifications are required in grant applications to ensure that they are aligned with role profiles in HERA researcher job families.	1 st Quarter of 2016/17 academic year HR, RKE and PIs	Intranet pages updated to reflect need for HR involvement.	Feedback from HR to indicate success of identified action.
<i>Research posts should only be advertised as a fixed-term post where</i>	Current policy is in line with FTC legislation.	No action required.			

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
<i>there is a recorded and justifiable reason</i>					
<i>Recruitment and progression panels should reflect diversity as well as a range of experience and expertise</i>	Panel composition is reviewed by HR for all posts. Equality and diversity issues are taken into account as part of this process.	No action required.			
<i>Recruitment & selections panels should have received relevant recent training</i>	Chairs of selection panels are drawn from experienced, relevant and trained members of staff. New PIs receive individual coaching from HR if expected to chair selection panels.	No action required.			
<i>Unsuccessful candidates should be given appropriate feedback if requested</i>	The Panel Chair gives feedback to candidates based on the selection record compiled by the panel at interview.	Advice can be received from HR if required and coaching is given to new Chairs/Pis by HR.	3 rd Quarter of 2016/17 academic year HR and Pis	Intranet pages updated to reflect coaching and advice services available from HR.	Feedback sought from researchers will highlight their awareness of services available and its relative functionality. This will influence further development.
<i>The level of pay or grade for researchers should be determined according to the requirements of the post and be consistent with pay or grading in the organisation as a whole</i>	The University is committed to the principle of equal pay for work of equal value. All posts are evaluated using HERA and the researcher job family job description. HoDs/Pis work with HR on appropriate job descriptions and adverts.	Potential Pis need to talk to HR at bidding stage to ensure that needs of projects are matched against job descriptions to determine appropriate grade to include in the	3rd Quarter of 2016/17 academic year HR, Pis and RKE	Intranet pages updated to better reflect the existing provisions at the University. Potential Pis are verbally recommended to use intranet resources.	Feedback from researchers, potential PI's and HR will highlight relative success. This will influence further development.

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
		budget for the application.			
B. RECOGNITION AND VALUE					
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					
<i>Value and afford equal treatment to all researchers</i>	<p>All staff are treated equally at the University of Winchester. Researchers have the same rights of membership to research centres and access to staff development programmes and other staff benefits.</p> <p>http://www.winchester.ac.uk/workinghere/workatwinchester/Pages/StaffBenefits.aspx</p> <p>and</p> <p>[internal link]</p> <p>https://intranet.winchester.ac.uk/information-bank/wellbeing-and-benefits/SitePages/Home.aspx</p>	<p>Research staff terms and conditions need to be published on the web. Guidelines for the determination of the duties of research staff to be developed and published alongside guidelines for other job families.</p>	<p>2nd Quarter of 2016/17 academic year</p> <p>HR, DRKE, FDVC</p>		<p>All relevant documentation updated to reflect identified action and published.</p>
<i>In particular, the development of researchers should not be undermined by the</i>	<p>Researchers are afforded the same opportunities irrespective of their type of contract.</p>	<p>No action required.</p>			

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
<i>instability of employment contracts</i>					
<i>Everyone involved should be committed to improving the stability of employment conditions for researchers</i>	The University is committed to offering equal treatment to all researchers and valuing their work.	No action required.			
<i>Implementing and abiding by the Fixed Term Employee Regulations</i>	Treat fixed term contract staff the same as other University staff: regulations are adhered to and incorporated into existing policies.	No action required.			
<i>Research managers should be required to participate in active performance management. This includes career development guidance and supervision of their teams.</i>	All research managers are part of the SDR process where their own performance is monitored, and training is offered to staff and line managers. DoSs complete annual progress reviews with PGR students.	No action required.			
<i>Research managers should be aware of, and understand, their responsibilities for the management of researchers. Training</i>	All staff attend an induction programme when they commence employment and training and development needs are identified as part of this process and subsequently through the SDR process.	No action required.			

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
<i>should be provided, including equality and diversity training, to achieve this.</i>	Line Management induction training is also offered by HR to ensure that all Line Managers are coached and trained in line management responsibilities. All new staff are required to undertake an on-line equality and diversity module.				
<i>Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored.</i>	Research managers' performance in these areas is: assessed through the annual SDR process; rewarded through the annual promotion process; and developed through the SDR process and mentoring.	Development of research staff to be monitored as part of a University-wide mentoring programme.	By 1 st Quarter of 2017/18 academic year DRKE/HoDs/PIs/Profs & Readers	Mentoring Programme currently under development for implementation in 2016/17 academic year.	Successful implementation of Mentoring Programme with minimum 25% eligible staff involved. On-going feedback gathered from mentors/mentees will highlight relative success. This will influence further development.
<i>Organisational systems capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment</i>	Line managers and if appropriate HR are involved in discussions regarding the end of any contract.	No action required.			
<i>Transparent pay progression in accordance with agreed procedures</i>	All pay grades have incremental points and researchers are eligible for incremental progression in the same way as other staff. Pay structure	Budgets to be flagged to Deans of Faculty where funding bodies do not allow additional costs so	2 nd /3 rd Quarter of 2016/17 academic year		RKE centre to establish a process for monitoring points and progression, from which information can be fed to Deans of Faculty for action to be taken

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
	<p>available to all staff on intranet.</p> <p>[internal link] https://intranet.winchester.ac.uk/information-bank/payroll/Documents%20Library/Singapore%20Pay%20Spine%20Rates%202014-15.xlsx</p>	that provision can be made from Faculty budgets.	RKE/Deans/PIs /Finance		where appropriate.
Researchers offered opportunities to develop their own careers	<p>Staff Development opportunities, include: the Postgraduate Certificate in Learning and Teaching in Higher Education; the Postgraduate Certificate in Research Degree Supervision; the Postgraduate Certificate in Research Skills (for PGR students) and an extensive programme of staff development opportunities:</p> <p>[internal link] https://intranet.winchester.ac.uk/information-bank/staff-development/SitePages/Home.aspx</p> <p>Development opportunities are also provided by Faculties and REF Unit of Assessment groups.</p>	Access to external courses and opportunities to be discussed as part of SDR process and funding discussed with Deans of Faculty.	<p>1st Quarter of 2016/17 academic year</p> <p>PIs/Deans of Faculty</p>	All PI's and SDR leads informed of need to discuss external courses and opportunities to researchers undergoing review.	Feedback to indicate increased awareness of, and participation in staff development opportunities.
Researchers have access to additional pay	Access to promotion is made openly available through University Guidelines	No action required.			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
progression with transparent promotion procedures	published annually. All staff self nominate and are assessed against role profiles that have been adopted from the National Library of Academic Role Profiles.				
Clear career frameworks for early stage researchers outlined in organisational HR strategies	All early stage researchers receive support through the SDR process to make clear relevant career frameworks and strategies to achieve individual development and progression.	Publish role profiles for each of the researcher grades to make clear expectations for research staff.	2 nd Quarter of 2016/17 academic year HR/RKE		All relevant documentation updated and published.
C: SUPPORT AND CAREER DEVELOPMENT					
PRINCIPLE 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment					
Broad minded approach to researcher careers in terms of mobility across career paths, with all career paths valued equally	<p>The University's RKE Strategy makes provision for the support of research staff.</p> <p>The University operates an annual promotions round that provides equal opportunities for all, including research, staff.</p> <p>The University subscribes to Vitae. This provides relevant training opportunities and the ability to engage with the Vitae Research Development Framework</p>	Increase awareness of Vitae opportunities.	3 rd Quarter of 2016/17 academic year RKE/FHRKE	Substantial development of intranet pages currently on-going with increased focus on opportunities available through Vitae.	Feedback sought from staff will highlight their awareness and understanding of Vitae opportunities. Further development of intranet pages subject to response.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
	(RDF) Planner.				
Training, skills and competencies to carry out the funded project	All research staff are able to access staff development and professional development training offered across the University. Additional training for project specific needs is also supported where appropriate.	Need to ensure that research staff are aware of external options, e.g. Vitae training.	2 nd /3 rd Quarter of 2016/17 academic year PIs/RKE/ FHRKE	Substantial development of intranet pages currently on-going with increased focus on external options available to researchers.	Feedback sought from staff will highlight their awareness and understanding of external options available to them with 15% minimum increased participation.
Development of transferable skills through embedded training - both for skills needed to undertake project and also in communication and other professional skills	HoDs are responsible for academic staff and their development. Training needs are assessed as part of the SDR process. Researchers are eligible to attend internal courses and to take part in the organisation of internal events run through research centres and clusters. All PhD students complete the Postgraduate Certificate in Research Skills.	Develop University-wide mentoring programme to support researcher development.	By 1 st Quarter of 2017/18 academic year DRKE/HoDs/ Profs & Readers	Mentoring Programme currently under development for implementation in 2016/17 academic year.	Successful implementation of Mentoring Programme with minimum 25% eligible staff involved. On-going feedback gathered from mentors/mentees will highlight relative success. This will influence further development
Access to professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline	Research staff skills and competencies should be matched at selection stage and then addressed through review and appraisal as project progresses, and training offered. HoDs are responsible for academic staff	Engage with University and Faculty careers advisers to provide more specific support for PGR students.	3 rd /4 th Quarter of 2016/17 academic year		Careers service to establish regular 1-1 or group sessions in relation to employability opportunities for PGR students.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
base	<p>and their development. Training needs are assessed as part of the SDR process.</p> <p>All PhD students complete the <i>Research & Career Development</i> module as part of the Postgraduate Certificate in Research Skills.</p>		RKE/DoSs/Careers		
Possibility of offering training and placements to broaden awareness of other sectors	<p>Research staff are given the same opportunities as academic staff in terms of access to placements and training through research centres and academic networks, where these are available.</p>	<p>Review with Careers Service in relation to employability opportunities for PGR students.</p>	<p>By 1st Quarter of 2017/18 academic year</p> <p>RKE/DoSs/Careers</p>		<p>Careers service to establish regular 1-1 or group sessions in relation to employability opportunities for PGR students.</p>
Clear systems that help researchers to plan their career development	<p>This is an integral part of the annual SDR process for staff and the annual progress report process for PGR students.</p> <p>Line managers and DoSs are responsible for discussions about career development.</p> <p>All PhD students complete the <i>Research & Career Development</i> module as part of the Postgraduate Certificate in Research Skills.</p>	<p>No action required.</p>			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.	<p>Discussion is part of SDR.</p> <p>Recruitment, promotion and reward processes are available on HR webpages.</p> <p>[internal link] https://intranet.winchester.ac.uk/information-bank/human-resources/SitePages/Home.aspx</p>	Publish role profiles for each of the researcher grades to make clear expectations for research staff.	<p>2nd Quarter of 2016/17 academic year</p> <p>HR/RKE</p>		All relevant documents updated and published to reflect identified action.
Researchers are aware of local and national career development strategies	<p>Promotion and reward criteria apply equally to all, including research, staff.</p> <p>University Vitae membership provides information on national career development strategies.</p>	Ensure that researchers are aware of local and national professional networks.	<p>By 1st Quarter of 2017/18 academic year</p> <p>RKE/DoSs/FHR KE/Careers</p>	Substantial development of intranet pages currently on-going with increased focus on researcher resources.	RKE Centre to make provision for regular gathering of researcher feedback from which awareness of local and national professional networks can be monitored.
Planned induction programme for researchers	Attendance at relevant induction programmes is compulsory for all academic staff (monitored by HR) and PGR students (monitored by RKE).	No action required.			
Research managers provide effective research environments for training and development of researchers, encouraging	Research staff and students have individual induction events and CPD is part of on-going monitoring processes.	Research Managers need to encourage researchers to attend relevant courses and to monitor activity as part of annual	<p>3rd/4th Quarter of 2016/17 academic year</p> <p>RKE/DoSs/FHR</p>	Discussion with research staff on-going to determine efficacy of joint seminar/events for new research staff.	<p>Increased awareness of, and attendance at, relevant courses.</p> <p>Establish joint seminars/events for new research staff should the provision be favourable to</p>

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
CPD		research audit. Consider whether joint seminars/events for new research staff would be useful.	KE/HR		staff.
Articulation of skills that should be developed to support career progression	Part of staff SDR and PGR student annual progress reporting processes.	Publish role profiles for each of the researcher grades to make clear expectations for research staff.	3 rd Quarter of 2016/17 academic year HR/RKE		All relevant documents updated and published to reflect identified action.
And encouragement of researchers to develop those skills	Research staff are encouraged to join: the Postgraduate Certificate in Learning and Teaching in Higher Education; the Postgraduate Certificate in Research Degree Supervision; the Postgraduate Certificate in Research Skills (for PGR students) programmes and an extensive programme of staff development opportunities Teaching opportunities are also available if applicable to role and funding body rules. Researchers are encouraged to be fully involved in research centre activities. Development	Map current provision against the Vitae Researcher Development Framework and identify funding opportunities.	By 2nd Quarter of 2017/18 academic year DRKE/DPGRS/ FHRKE	Mapping currently underway.	PGCRS and PGR Training Programme to reflect key elements of the RDF. Regular PGR specific funding opportunities presented by University external funding officer.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
	needs are discussed at SDRs.				
Development of a specific career development strategy for researchers at all stages of their career	Once skills needs are identified through SDRs, PGR student annual progress reporting and PGR training needs analyses, PIs and DoSs encourage researchers to access existing staff development courses and also to facilitate opportunities for these skills to be developed as part of the project team, or wider Departmental/Faculty activities.	Faculties to consider encouraging researchers to gain experience in the planning and management of research forums/ workshops/seminars	1 st Quarter of 2017/18 academic year PIs/DoSs/ FHRKE		RKE Centre to have established any provisions identified from feedback of Faculty and research staff.
Availability of mentors in providing support and guidance for CPD and PD	All new staff are assigned academic mentors. In addition to DoSs, all research students are assigned personal tutors. Research mentor programmes are available in some Faculties.	Develop University-wide mentoring programme to support researcher development.	1 st Quarter of 2017/18 academic year DRKE/HoDs/Pr ofs & Readers	Mentoring Programme currently under development for implementation in 2016/17 academic year.	Successful implementation of Mentoring Programme with minimum 25% eligible staff involved. On-going feedback gathered from mentors/mentees will highlight relative success. This will influence further development
Researchers should be actively encouraged to undertake CPD and its impact recorded	Part of SDR and regular informal discussions with line manager, as well as included in reports to funding bodies.	SRKEC to consider monitoring activities and impact through annual RKE individual academic report or CRIS system.	3 rd Quarter 2017/18 academic year DRKE/SRKEC		University to implement electronic means of monitoring activities and Impact.
PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career					

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
<i>Transparent and regular appraisal systems for researchers</i>	SDR systems for researchers are in place and monitored by HR. Annual progress reporting and evaluation processes, monitored by RDQC, are in place for research students.	No action required.			
<i>Developmental activities include preparation for academic practice</i>	Researchers may be eligible to join the Postgraduate Certificate in Learning and Teaching in Higher Education; the Postgraduate Certificate in Research Degree Supervision; or the Postgraduate Certificate in Research Skills (for PGR students) programmes. These programmes are recognised by other HEIs and APL/APEL is awarded where appropriate. Researchers are also able to undertake appropriate staff development courses. Teaching opportunities are also available if appropriate to role and can be discussed with line managers/DoSs.	No action required.			
<i>Training when researchers are engaged in supporting learning and teaching</i>	Such researchers will be eligible to join the Postgraduate Certificate in Learning and Teaching in Higher Education, which includes training and support for	No action required.			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
	teaching related activities.				
Input to policy and practice through appropriate representation at staff meetings and through committees	Research staff are members of research centres and groups, and are invited to University-wide staff Research forums and relevant committees.	No action required.			
Mentoring arrangements supported by employers as a key mechanism for career development & enhancement.	Only informal arrangements exist at present time.	Develop University-wide mentoring programme to support researcher development. Review with Careers Service in relation to employer mentoring opportunities for research students.	By end of 2016/17 academic year RKE/DoSs/Careers	Mentoring programme currently under development for implementation in 2016/17 academic year. On-going discussion with Careers Service in relation to employer mentoring for research student opportunities.	Successful implementation of Mentoring Programme with minimum 25% eligible staff involved. On-going feedback gathered from mentors/mentees will highlight relative success. This will influence further development
D. RESEARCHERS RESPONSIBILITIES					
PRINCIPLE 5 – Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning					
Researchers should develop increased capacity for independent, honest and critical thought	Part of essential skills in job description and monitored through SDR. Research staff are full members of Research Centres and take part in seminars, Conferences and other academic peer	No action required.			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
	events.				
Researchers should develop their ability to transfer and exploit knowledge, and facilitate its use in policy making	Researchers encouraged to produce joint publications and conference presentations, and to take part in public engagement activities.	Evaluate training needs to support researchers in impactful knowledge exchange and public engagement.	1 st Quarter of 2017/18 academic year DRKE/FHRKE/SRKEC/REF Management Group	On-going development of feedback gathering framework (i.e. surveys, focus groups, etc.) to better evaluate training needs of and for researchers.	RKE Centre to have established any provisions identified from feedback of research staff.
Researchers should conduct and disseminate research in an honest and ethical manner	Line manager responsible for ensuring that researchers adhere to professional association codes of ethics and University ethics procedures.	Detail implementation of the Concordat to support research integrity	2 nd Quarter of 2017/18 academic year RKE Ethics Committee		All measures related in Action plan undertaken to support and ensure full researcher integrity in research procedures.
Researchers should 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	Considered as part of SDR processes for research staff and annual progress reporting and evaluation processes for research students.	No action required.			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
position					
Researchers should recognise that their primary responsibility for managing and pursuing their career is theirs. Seek out opportunities for learning and development	<p>Considered as part of SDR processes for research staff and annual progress reporting and evaluation processes for research students.</p> <p>PIs should encourage researchers to do this as part of line management duties by covering this topic in induction arrangements and encouraging professional review.</p>	No action required.			
Employers should equip research staff with tools to manage their own careers	<p>Review processes (e.g. SDR and annual progress reporting) provide formal tools for researchers to manage their careers. Access to 'informal' tools is also made available (e.g. Vitae RDF Planner).</p>	No action required.			
Research managers should encourage CPD	<p>CPD is encouraged as part of the SDR process. Procedures are in place for raising concerns over Line Management with Senior Managers if necessary.</p>	No action required.			
Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and	<p>Career development requirements and activities are regularly discussed with line managers and DoSs during formal and informal meetings and as part of the SDR and annual progress reporting processes.</p>	No action required.			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
<i>evaluated.</i>					
Researchers encouraged to record their CPD for presentation to future employers and record via PDPs	CPD activities are reviewed as part of the annual SDR.	Encourage researchers to engage with the Vitae RDF Planner.	4 th Quarter of 2016/17 academic year RKE/FHRKE/PI/DoS	Development of intranet pages to better encourage researcher engagement in Vitae RDF Planner	Feedback to inform on success of identified action with RKE Centre having established necessary provision to ensure researchers are encouraged to fully engage with Vitae RDF Planner.
E: DIVERSITY AND EQUALITY					
PRINCIPLE 6 – Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers					
Organisation takes positive steps to promote equality and to develop specific schemes and action plans to address specific issues of under-representation or lack of progression	The University has an institution-wide Equality and Diversity Policy. There are no specific schemes to address issues related to research staff as all staff and students are covered by this policy: http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Equality%20and%20Diversity%20Policy.pdf All new staff are required to complete an on-line equality and diversity module.	No action required.			
Recruitment and retention of researchers from the	All recruitment is conducted in compliance with the University's	No action required.			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
widest pool	Equality and Diversity Policy: http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Equality%20and%20Diversity%20Policy.pdf				
Address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately affect some groups	Flexible working policies are available to all staff: http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Flexible%20Working%20Policy.pdf	Engage focus groups to identify possible disincentives and indirect obstacles and possible solutions.	1 st Quarter of 2017/18 academic year DRKE/FHRKE/HR	Development of focus groups underway	Successful establishment of focus groups with feedback used to inform future developments.
Ensure that working conditions for researchers provide the flexibility necessary for successful research performance	Flexible working policies are available to all staff: http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Flexible%20Working%20Policy.pdf	No action required.			
Respond flexibly to requests for changes to working patterns and resist instant refusals based on 'we don't do it this way here'	Flexible working policies are available to all staff: http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Flexible%20Working%20Policy.pdf	No action required.			

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
<i>Awareness of funding guidelines on provision of additional funding and duration of grant to cover maternity/paternity/adoptive leave</i>	<p>RKE aware of funding body guidelines and can advise DoS on funding implications for PGR students. Implications are then discussed with HR as part of maternity/paternity/adoptive leave guidelines with reference to the Maternity, Paternity and Carers Policy:</p> <p>http://www.winchester.ac.uk/aboutus/equality/Documents/1.5%20paternity%20maternity,%20adoption%20compassionate%20leave.pdf</p>	Provide relevant information on the RKE intranet pages.	<p>3rd/4th Quarter of 2016/17 academic year</p> <p>RKE/HR</p>	Intranet pages currently undergoing substantial redevelopment to better provide all relevant information to researchers	All relevant documents and web pages updated to reflect action identified.
<i>Transparent equal opportunity policy at recruitment and at all subsequent career stages</i>	<p>The University has an institution-wide Equality and Diversity Policy. There are no specific schemes to address issues related to research staff as all staff and students are covered by this policy:</p> <p>http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Equality%20and%20Diversity%20Policy.pdf</p>	No action required.			
<i>Diversity reflected in selection and evaluation committees</i>	<p>Diversity of selection and evaluation committees ensured by HR in accordance with the Equality and Diversity Policy:</p> <p>http://www.winchester.ac.uk/Freedom</p>	No action required.			

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
	ofinformation/Publicdocuments/Public Documents/Equality%20and%20Diversity%20Policy.pdf				
Account taken of researchers personal circumstances. Change policies or practices that directly or indirectly disadvantage such groups	All line managers are encouraged to talk through any HR issues with HR. Relevant policies are available on the HR intranet pages and the University's website freedom of information pages. PGR students may apply for <i>Interruption in Study</i> .	No action required.			
Measures exist for discrimination, bullying or harassment to be reported without adversely affecting careers of innocent parties	Policies and practices are in place. Full details are provided in the Complaints Policy: http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/Complaints%20Policy.pdf	No action required.			
Consideration of participation in schemes such as Athena Swan Charter, the Juno project, and other initiatives	University does not currently participate in these schemes as only limited applicability to Winchester subject areas.	RKE and HR to investigate and consider options.	2 nd Quarter of 2017/18 academic year RKE/HR		Potential participation in relevant schemes.

Concordat Principle and Framework	University's Existing Provision	Action Identified	Date and responsibility	Action Taken	Success Measure
F. IMPLEMENTATION AND REVIEW					
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					
Undertake annual review of progress in implementing the principles of the Concordat	Gap analysis and Action Plan discussed with HR and agreed at SRKEC.	Formal review to include discussion with HR and approval by SRKEC.	Review process to commence at start of 2016/17 academic year RKE/HR		Review to include discussion with HR and approval by SRKEC.
Use of the Careers in Research Online Survey	Not used at present time as critical mass of contract researchers too small. Feedback on research staff concerns and issues to be sought through PIs and line managers, and from convenors of research centres and clusters.	Will review as numbers increase.	On-going RKE/HR		
Monitor equality and diversity indicators for researchers	As Research staff are appointed they will be included in appropriate staff diversity statistics.	No action required.			
Share good practice with other HEIs	Good practice is shared through networks such as Vitae and Guild HE CREST.	On-going review.	On-going		

<i>Concordat Principle and Framework</i>	<i>University's Existing Provision</i>	<i>Action Identified</i>	<i>Date and responsibility</i>	<i>Action Taken</i>	<i>Success Measure</i>
			RKE/HR		

Glossary of Terms

DoS	Director of Studies (for research students)	FHRKE	Faculty Head(s) of RKE
DPGRS	Director of Postgraduate Research Students	Finance	Department of Finance and Planning
DRKE	Director of RKE	HR	Human Resources Department
FDVC	First Deputy Vice Chancellor	RDQC	Research Degrees Quality Committee
RKE	Research and Knowledge Exchange		
PGR	Postgraduate Research		
PIs	Principal Investigator(s)		
SDR	Staff Development Review		
SRKEC	Senate RKE Committee		