CONCORDAT TO SUPPORT THE CAREER DEVELOPMENT OF RESEARCHERS: ACTION PLAN

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Summary:

This document defines the University's action plan for the implementation of the 2008 Concordat to Support the Career Development of Researchers. As a key component of Vitae's HR Excellence in Research Award, this version details the progress against the 2016 Action Plan and outlines a two year plan for 2018-2020.

University of Winchester Action Plan for the Implementation of the 2008 Concordat to Support the Career Development of Researchers: June 2018

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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.**							
Members of the research community understand researchers are chosen for their ability to advance research	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: https://www.winchester.ac.uk/about-us/leadership-and-governance/policies-and-procedures/?download=true&id=45 The University is committed to the advancement of its research strategy at the highest level and for selecting academic staff that can demonstrate	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. University Research and Knowledge Exchange Strategy includes targets for research, which are echoed in Faculty RKE Strategies: http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/PublicDocuments/RKE%20Strategy.pdf	1st Quarter of 2016/17 academic year Deans of Faculty, Heads of Department and Human Resources Department (HR)	Job specs and adverts across all academic and research posts updated to reflect the University's strategic aims of building research capacity. Faculties currently writing 2016/17 strategies. Targets have been included in RKE Strategy.	All relevant documentation, including adverts across academic and research posts to include University strategic aims of building research capacity. *Documentation emphasises the University's mission, vision and values and posts requiring research are explicit in the job description and person specification*	Development of the compulsory Induction session with Director of RKE, expand to include other members of the RKE team Implement 1st Quarter of 2018/19 academic year DRKE/HR	New staff attend the session and understand the support structures in place for research. Activities monitored through Annual RKE Return

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	that they are engaged in research activities.						
Recruitment & selection procedures are informative, transparent and open to all qualified applicants	The University is committed to ensuring that all aspects of recruitment and selection are robust, flexible and developed in line with current legislation and best practice.	Ensure that PIs work 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.	1st Quarter of 2016/17 academic year HR, PIs and RKE	Intranet pages updated to reflect action identified. Induction programme in development.	Successful implementation of induction programme with regular feedback informing further development. *PIs attend compulsory HR training on recruitment and selection prior to advertising for researchers*	Training on recruitment and selection re-evaluated and enhanced 1st Quarter of 2018/19 academic year HR	New additions to programme with feedback informing further developments
Person and vacancy specs must clearly identify the skills for the post, and these must be relevant to the role	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.	1st 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. *Successful, as evidenced by recruitment of researchers to successful projects, and comprehensive*	HR invest in iterative dialogue with staff over drafts of job adverts and person specs to ensure appropriate role profiles and grades	Staff are recruited to the appropriate grade

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					information on the HR Intranet pages	Ongoing HR	
Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	Current policy is in line with FTC legislation.	No action required.					
Recruitment and progression panels should reflect diversity as well as a range of experience and expertise	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.					
Recruitment & selections panels should have received relevant recent training	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.					

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Unsuccessful candidates should be given appropriate feedback if requested	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.	3rd 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. *HR remain available for advice on feedback for unsuccessful candidates*	No new action required – continue with current practice	
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	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 budget for the application.	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. *Funded projects have been completed with research staff*	New grade descriptors for research-only posts developed and negotiated with Trade Union 1st Quarter of 2018/19 academic year	New grade descriptors implemented and awareness campaign launched

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organisation as a whole					*working to the appropriate pay grade and role*	FDVC, HR and DRKE	

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

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Value and afford equal treatment to all researchers	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. https://www.winchester.ac.uk/about-us/work-with-us/ [internal link] https://intranet.winchester.ac.uk/information-bank/wellbeing-and-benefits/SitePages/About	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.	2nd Quarter of 2016/17 academic year HR, DRKE, FDVC		All relevant documentation updated to reflect identified action and published. *Grade profiles are available on the intranet and staff are able to apply to be regraded. An initial review of Research Centres in 2017 did not investigate their inclusivity.*	See preceding section for actions for research-only posts Annual review of Research Centres will be implemented, collecting data on inclusivity of research-only contracted staff and students. 1st Quarter of 2018/19 academic year DRKE	Audit of Research Centres' membership provides a baseline in year 1 and show progress in inclusivity in year 2

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	%20You%20Benefits%20and%20Discounts.aspx						
In particular, the development of researchers should not be undermined by the instability of employment contracts	Researchers are afforded the same opportunities irrespective of their type of contract.	No action required.					
Everyone involved should be committed to improving the stability of employment conditions for researchers	The University is committed to offering equal treatment to all researchers and valuing their work.	No action required.					
Implementing and abiding by the Fixed Term Employee Regulations	Treat fixed term contract staff the same as other University staff: regulations are adhered to and incorporated into existing policies.	No action required.					
Research managers	All research managers are part of the SDR process	No action required.					

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should be required to participate in active performance management. This includes career development guidance and supervision of their teams.	where their own performance is monitored, and training is offered to staff and line managers. DoSs complete annual progress reviews with PGR students.						
Research managers should be aware of, and understand, their responsibilities for the management of researchers. Training should be provided, including equality and diversity training, to achieve this.	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. Line Management induction training is also offered by HR to ensure that all Line Managers are coached and trained in line management responsibilities.	No action required.					

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	All new staff are required to undertake an on-line equality and diversity module.						
Consideration given to how research managers' performance in these areas is developed, assessed and rewarded, and that impact is monitored.	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 1st 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.

Mentoring programme well received, high demand. Feedback indicated areas for improvement. | New Mentoring Programme to be implemented with increased number of mentors to also include a KE element.

1st Quarter of 2018/19 academic year

DRKE | Successful implementation of minimum 30% eligible staff involved. Positive feedback from mentors/mentees gathered, with comments influencing further enhancements. |
| *Organisational systems* | Line managers and if appropriate HR are | No action required. | | | | | |

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capable of supporting continuity of employment for researchers e.g. providing bridging funds or redeployment	involved in discussions regarding the end of any contract.						
Transparent pay progression in accordance with agreed procedures	All pay grades have incremental points and researchers are eligible for incremental progression in the same way as other staff. Pay structure available to all staff on intranet. [internal link] https://intranet.winchester.ac.uk/information-bank/human-resources-and-payroll-/SitePages/Progression.aspx	Budgets to be flagged to Deans of Faculty where funding bodies do not allow additional costs so that provision can be made from Faculty budgets.	2nd/3rd Quarter of 2016/17 academic year RKE/Deans/PIs/ Finance		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 where appropriate. *During this period, the University simplified the pay progression process with regards to single*	No further action required.	

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					bar progression points. *The Research Funding Manager works with PIs on costings of bids.*		
Researchers offered opportunities to develop their own careers	Staff Development opportunities, include: the Postgraduate Certificate in Learning and Teaching in Higher Education; the Postgraduate Certificate in Research Skills (for PGR students) and an extensive programme of staff development opportunities: [internal site] https://intranet.winchester.ac.uk/information-bank/research-degrees-and-supervision/SitePages/Research%20Training%20Opportunities.aspx	Access to external courses and opportunities to be discussed as part of SDR process and funding discussed with Deans of Faculty.	1st Quarter of 2016/17 academic year PIs/Deans of Faculty	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. *Staff and PGR students have access to internal funds to support their career development.* *PGR's training programme expanded to include an extensive range including Vitae and an external*	Implement new researcher development sessions which focus on aspects of career development. 2nd Quarter of 2018/19 academic year. DRKE	Attendance and feedback at internal events are positive. Engagement with external courses is monitored through CRIS and appropriate actions taken accordingly.

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	Development opportunities are also provided by Faculties and REF Unit of Assessment groups.				*online Training Programme.*		
Researchers have access to additional pay progression with transparent promotion procedures	Access to promotion is made openly available through University Guidelines published annually. All staff self-nominate and are assessed against role profiles that have been adopted from the National Library of Academic Role Profiles.	No action required.					
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.	2nd Quarter of 2016/17 academic year HR/RKE		All relevant documentation updated and published. *Documentation up to date and freely available on the intranet.*	New grade profiles for research-only contracts to be published once fully approved and awareness raising to be undertaken.	Early stage researchers are aware of the frameworks, e.g. Included in Induction.

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						2nd Quarter of 2018/19 academic year HR	

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

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Broad minded approach to researcher careers in terms of mobility across career paths, with all career paths valued equally	The University's RKE Strategy makes provision for the support of research staff. The University operates an annual promotions round that provides equal opportunities for all, including research, staff. The University subscribes to Vitae. This provides relevant training opportunities and the ability to engage with the Vitae Research Development Framework (RDF) Planner.	Increase awareness of Vitae opportunities.	3rd 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. *Awareness of Vitae opportunities mixed; PGR training programme now more aligned with*	Major refresh of RKE intranet pages as part of implementation of a new system. To include re-worked pages on research careers. 2nd Quarter of 2018/19 academic year IT department/RKE Centre	Increase in hits on intranet site.

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					RDF planner to raise awareness of career options.		
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.	2nd/3rd 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. *Demand for internal funds increased over this period and positive response to mentoring programme.*	Internal Grants Academy programme enhanced, to systematically develop skills for carrying out funded projects. 1st Quarter of 2018/19 academic year RKE Centre	Increase in attendance at sessions. Increase in numbers of external bids being approved internally.
Development of transferable skills through embedded training - both for skills needed to undertake	HoDs are responsible for academic staff and their development. Training needs are assessed as part of the SDR process.	Develop University-wide mentoring programme to support researcher development.	By 1st Quarter of 2017/18 academic year	Mentoring Programme currently under development for implementation	Successful implementation of Mentoring Programme with minimum 25% eligible staff involved. On-	New Mentoring Programme to be implemented with increased number of mentors.	Successful implementation with a minimum 30% of eligible staff involved.

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project and also in communication and other professional skills	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.		DRKE/HoDs/ Profs & Readers	in 2016/17 academic year.	going feedback gathered from mentors/mentees will highlight relative success. This will influence further development. *Positive response to mentoring programme.*	1st Quarter of 2018/19 academic year DRKE	
Access to professional, independent advice on career management, particularly the prospect of employment beyond their immediate discipline base	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 and their development. Training needs are assessed as part of the SDR process.	Engage with University and Faculty careers advisers to provide more specific support for PGR students.	3rd/4th Quarter of 2016/17 academic year. RKE/DoSs/Careers		Careers service to establish regular 1-1 or group sessions in relation to employability opportunities for PGR students. *Careers Advisors available for advice on one to one basis*	Formalisation of best approach to support PGR students, to best accommodate the variety of needs across P/T and F/T study and different disciplinary needs. 1st Quarter of 2018/19 academic year	Positive feedback from PGRs and other users of the Careers Service

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	All PhD students complete the *Research & Career Development* module as part of the Postgraduate Certificate in Research Skills.					DPGRS and Careers	
Possibility of offering training and placements to broaden awareness of other sectors	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.	Review with Careers Service in relation to employability opportunities for PGR students.	By 1st Quarter of 2017/18 academic year RKE/DoSs/ Careers		Careers service to establish regular 1-1 or group sessions in relation to employability opportunities for PGR students. *Careers Advisors available for advice on one to one basis and working more closely with DPGRS.*	Formalisation of best approach to support PGR students, to best accommodate the variety of needs across P/T and F/T study and different disciplinary needs. 1st Quarter of 2018/19 academic year DPGRS and Careers	Training and placements offered and taken up by PGRs
Clear systems that help researchers to plan their career development	This is an integral part of the annual SDR process for staff and the annual progress report process for PGR students.	No action required.					

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	Line managers and DoSs are responsible for discussions about career development. All PhD students complete the *Research & Career Development* module as part of the Postgraduate Certificate in Research Skills.						
Assist researchers to make informed choices about their career progression by ensuring policies and processes for promotion and reward are transparent and clearly stated.	Discussion is part of SDR. Recruitment, promotion and reward processes are available on HR webpages. [internal link] https://intranet.winchester.ac.uk/information-bank/human-resources-and-payroll-/SitePages/Progression.aspx	Publish role profiles for each of the researcher grades to make clear expectations for research staff.	2nd Quarter of 2016/17 academic year HR/RKE		All relevant documents updated and published to reflect identified action. *Current documents are all easily accessible and new grade profiles in process.*	New grade profiles for research-only contracts to be published once fully approved and awareness raising to be undertaken. 2nd Quarter of 2018/19 academic year HR	Early stage researchers are aware of the frameworks, e.g. Included in Induction.

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Researchers are aware of local and national career development strategies	Promotion and reward criteria apply equally to all, including research, staff.

University Vitae membership provides information on national career development strategies. | Ensure that researchers are aware of local and national professional networks. | By 1st Quarter of 2017/18 academic year

RKE/DoSs/FHRKE/Careers | 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.

Achieved, and ongoing. | Major refresh of RKE intranet pages as part of implementation of a new system. To include re-worked pages on research careers.

2nd Quarter of 2018/19 academic year

IT department/RKE Centre | Increase in hits on intranet site. |
| *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. | | | | Improve the quality of the offer for staff induction and PGR induction programmes.

1st Quarter of 2018/19 academic year

DRKE/HR | More RKE staff involved in staff induction programme.

New sessions included in the PGR programme. |

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						DRKE/DPGRS	
Research managers provide effective research environments for training and development of researchers, encouraging CPD	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 research audit. Consider whether joint seminars/events for new research staff would be useful.	3rd/4th Quarter of 2016/17 academic year RKE/DoSs/FHRKE/HR	Discussion with research staff on-going to determine efficacy of joint seminar/events for new research staff.	Increased awareness of, and attendance at, relevant courses. Establish joint seminars/events for new research staff should the provision be favourable to staff. *A new CRIS was purchased which will enable more effective monitoring of research-related CPD engagement.*	New programme of researcher development sessions to be implemented. 1st Quarter of 2018/19 academic year RKE Centre/FHoRKE Training for CRIS rolled out to staff June 2018, mandated use for all by June 2019. IT department/RKE Centre	Positive feedback from attendees. Reporting on external training through CRIS demonstrates increasing levels of uptake
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.	3rd Quarter of 2016/17 academic year HR/RKE		All relevant documents updated and published to reflect identified action.	New grade profiles for research-only contracts to be published once fully approved and awareness	Early stage researchers are aware of the frameworks, e.g. Included in Induction.

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					Current documents are all easily accessible. Staff are supported through their SDRs and PGRs through their training programme.	raising to be undertaken. 2nd Quarter of 2018/19 academic year HR	
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 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.	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. *Actions completed and elements of the RDF integrated into the mandatory PGR Training Skills Analysis. Ongoing reflection and feedback to inform effectiveness and*		

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	Development needs are discussed at SDRs.				*enhancements. Mentors to give further encouragement.*		
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	1st Quarter of 2017/18 academic year PIs/DoSs/ FHRKE		RKE Centre to have established any provisions identified from feedback of Faculty and research staff. *SDRs and PGR annual progress reports identify training needs, based on advice from line managers, DoS and mentors, also informed by role profiles and grade descriptors. Internal funds support CPD.* *PGR students' training programme enhanced to include Vitae*	Implement new monitoring processes for researcher engagement with CPD through CRIS. Training for CRIS rolled out to staff June 2018, mandated use for all by June 2019. IT department/RKE Centre Implement new monitoring processes for researcher (incl. PGR) engagement with Research Centres.	Overview of CPD engagement demonstrates baseline and increases in uptake Research Centres show demonstrable, and increasing, evidence of supporting researchers from PGR onwards

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					events and access to an external online PGR programme	1st Quarter of 2018/19 academic year DRKE	
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.	1st 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. *Positive feedback although demand exceeded capacity.*	New Mentoring Programme to be implemented with increased number of mentors. 1st Quarter of 2018/19 academic year DRKE	Successful implementation with a minimum 30% of eligible staff involved.
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.	3rd Quarter 2017/18 academic year DRKE/SRKEC		University to implement electronic means of monitoring activities and Impact.	Training for CRIS rolled out to staff June 2018, mandated use for all by June 2019.	Annual reports of RKE activities demonstrate increase in uptake of CPD. Impact statements for

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						IT department/RKE Centre	REF2021 achieve 3 and 4* ratings.
PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career							
Transparent and regular appraisal systems for researchers	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.					
Developmental activities include preparation for academic practice	Researchers may be eligible to join the Postgraduate Certificate in Learning and Teaching in Higher Education; 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	No action required.					

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	staff development courses.

Teaching opportunities are also available if appropriate to role and can be discussed with line managers/DoSs. | | | | | | |
Training when researchers are engaged in supporting learning and teaching	Such researchers will be eligible to join the Postgraduate Certificate in Learning and Teaching in Higher Education, which includes training and support for teaching related activities.	No action required.					
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	Only informal arrangements exist at present time.	Develop University-wide mentoring programme	By end of 2016/17 academic year	Mentoring programme currently under	Successful implementation of Mentoring	Implement plans for employer	Evidence of support from employers.

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employers as a key mechanism for career development & enhancement.		to support researcher development. Review with Careers Service in relation to employer mentoring opportunities for research students.	RKE/DoSs/Careers	development for implementation in 2016/17 academic year. On-going discussion with Careers Service in relation to employer mentoring for research student opportunities.	Programme with minimum 25% eligible staff involved. On-going feedback gathered from mentors/mentees will highlight relative success. This will influence further development. *See above for notes on mentoring scheme.* *Director of PGR students and Careers developing plans to increase employer liaison*	liaison for PGR students. DPGRS / Careers	

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	Part of essential skills in job description and monitored through SDR.	No action required.					

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capacity for independent, honest and critical thought	Research staff are full members of Research Centres and take part in seminars, Conferences and other academic peer 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.	1st 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. *Evidence of a range of understanding around KE and Public Engagement in relation to research.*	Revised RKE Strategy to incorporate more explicit KE strand, to then inform Faculty RKE Strategies. 1st Quarter of 2018/19 academic year DRKE/FHoRKE Creation of stronger infrastructure for KE and Public Engagement. 1st half of 2018/19 academic year DRKE/FDVC	Evidence of progress against new Strategy targets. New staff recruited to posts and evidence of their activities positively influencing researcher activities in exploiting knowledge

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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	2nd Quarter of 2017/18 academic year University Research Ethics Committee		All measures related in Action plan undertaken to support and ensure full researcher integrity in research procedures. *The University Research Ethics Committee and Faculty Ethics processes ensure ethical approaches to research. Actions with regards to the Concordat SRI ongoing.*	Action Plan for the Concordat to Support Research Integrity to be approved at University Research Ethics Committee and RKE Senate 1st Quarter of 2018/19 academic year Chair of University Research Ethics Committee/RKE Centre	Increased awareness of Research Integrity
Researchers should be aware that the skills and achievements required to move on from a research position may	Considered as part of SDR processes for research staff and annual progress reporting and evaluation processes for research students.	No action required.					

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not be the same as the skills and achievements which they displayed to reach that position							
Researchers should recognise that their primary responsibility for managing and pursuing their career is theirs. Seek out opportunities for learning and development	Considered as part of SDR processes for research staff and annual progress reporting and evaluation processes for research students. PIs should encourage researchers to do this as part of line management duties by covering this topic in induction arrangements and encouraging professional review.	No action required.					
Employers should equip research staff with tools to manage their own careers	Review processes (e.g. SDR and annual progress reporting) provide formal tools for researchers to manage their careers. Access to 'informal' tools	No action required.					

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is also made available (e.g. Vitae RDF Planner).							
Research managers should encourage CPD	CPD is encouraged as part of the SDR process. Procedures are in place for raising concerns over Line Management with Senior Managers if necessary.	No action required.					
Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated.	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.	No action required.					
Researchers encouraged to record their CPD for presentation to future	CPD activities are reviewed as part of the annual SDR.	Encourage researchers to engage with the Vitae RDF Planner.	4th 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		

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employers and record via PDPs					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

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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: https://www.winchester.ac.uk/about-us/leadership-and-governance/policies-and-procedures/?download=true&id=45 All new staff are required to complete an on-line	No action required.					

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	equality and diversity module.						
Recruitment and retention of researchers from the widest pool	All recruitment is conducted in compliance with the University's Equality and Diversity Policy: https://www.winchester.ac.uk/about-us/leadership-and-governance/policies-and-procedures/?download=true&id=45	No action required.					
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: [internal link] https://intranet.winchester.ac.uk/information-bank/document-store/Published/Flexible%20Working%20Policy.pdf	Engage focus groups to identify possible disincentives and indirect obstacles and possible solutions.	1st 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. *RKE Monthly Meetings with FHoRKE and PGR teams advise.* *FHoRKE and DRKE established new informal meetings to discuss issues,*	PGR team to develop more materials for distance learning to support part-time students and those less able to be regularly present on campus. 1st Quarter of 2018/19 academic year ongoing	Positive feedback from PGRs on the quality of the materials

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					feeding back to relevant committees. *New role profiles for staff on academic contracts agreed with Trade Unions which offer increased hours for some researchers.* *Part-time PGR students' needs identified.*	DPGRS and Faulty PGR Leads / Teaching and Learning Development Team	
Ensure that working conditions for researchers provide the flexibility necessary for successful research performance	Flexible working policies are available to all staff: [internal link] https://intranet.winchester.ac.uk/information-bank/document-store/Published/Flexible%20Working%20Policy.pdf	No action required.					
Respond flexibly to	Flexible working policies are available to all staff:	No action required.					

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requests for changes to working patterns and resist instant refusals based on 'we don't do it this way here'	[internal link] https://intranet.winchester.ac.uk/information-bank/document-store/Published/Flexible%20Working%20Policy.pdf						
Awareness of funding guidelines on provision of additional funding and duration of grant to cover maternity/paternity/ adoptive leave	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: [internal link] https://intranet.winchester.ac.uk/information-bank/human-resources-and-payroll-/SitePages/Maternity,%20Paternity,%20Adoption	Provide relevant information on the RKE intranet pages.	3rd/4th Quarter of 2016/17 academic year RKE/HR	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.	Major refresh of RKE intranet pages as part of implementation of a new system. To include re-worked pages on HR-related issues such as grant cover for maternity/paternity /adoptive leave. 2nd Quarter of 2018/19 academic year IT department/RKE Centre	Increase in hits on intranet site.

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	%20and%20Shared%20Pa rental%20Leave.aspx						
Transparent equal opportunity policy at recruitment and at all subsequent career stages	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: https://www.winchester. ac.uk/about-us/leadership-and-governance/policies-and-procedures/?download=t rue&id=45	No action required.					
Diversity reflected in selection and evaluation committees	Diversity of selection and evaluation committees ensured by HR in accordance with the Equality and Diversity Policy: https://www.winchester. ac.uk/about-us/leadership-and-governance/policies-and-	No action required.					

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	procedures/?download=true&id=45						
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 *Interruption in Study*.	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: https://www.winchester.ac.uk/about-us/leadership-and-governance/policies-and-procedures/?download=true&id=142	No action required.					
Consideration of participation in schemes such	University does not currently participate in these schemes as only	RKE and HR to investigate and consider options.	2nd Quarter of 2017/18 academic year		Potential participation in relevant schemes.	Continued monitoring of potential	

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as Athena Swan Charter, the Juno project, and other initiatives	limited applicability to Winchester subject areas.		RKE/HR		*None identified.*	participation in relevant schemes.\n\nOngoing.\n\nRKE/HR	
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\n\nRKE/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\n\nRKE/HR		*As noted last year, our critical mass of contract researchers is too small but will review as numbers increase.*		
Monitor equality and	As Research staff are appointed they will be	No action required.					

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diversity indicators for researchers	included in appropriate staff diversity statistics.						
Share good practice with other HEIs	Good practice is shared through networks such as Vitae and Guild HE CREST.	On-going review.	On-going RKE/HR		As before.		

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			