



# University of the West of England, Bristol. Gap Analysis and Action Plan to inform the implementation of the Concordat to Support the Career Development of Researchers

<b>A: RECRUITMENT AND SELECTION</b>					
<b>Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</b>					
	<b>Clause</b>	<b>Evidence for current compliance</b>	<b>Actions</b>	<b>Lead</b>	<b>Timescale</b>
1.1	All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.	This is clearly set out in the <a href="#">Research Strategy for the University of the West of England</a> and is a central tenet to the <a href="#">overall strategic direction</a> of the institution.	The Research Strategy for UWE is to be reviewed in 2012	Research & Knowledge Exchange Executive	July 2012
1.2	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.	Human Resources have set out the direction that UWE has taken in this area in the <a href="#">Human Resources &amp; Organisational Development Strategy (2011-2014)</a> document. It has clear goals that will be periodically assessed against both internal & external quality measures.	Annual progress reports on implementing the Human Resources Organisational Development Strategy will be submitted to the Human Resources Committee annually.	Human Resources Committee	Annually in May
1.3	Research posts should only be	UWE Human Resources has a	There is a regular review of	Human Resources	Ongoing

	advertised as a fixed-term post where there is a recorded and justifiable reason.	<a href="#">specific policy that covers the use of fixed term contracts</a> that was last update in February 2010.	fixed term contracts	Committee	
1.4	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.	UWE Human Resources issue <a href="#">specific guidance for the recruitment of all staff</a> . Chairs of appointment panels are required to attend training before they chair a Panel.. UWE also operates a dedicated <a href="#">Research Review and Progression Panel</a> which meets twice a year to consider promotion applications for staff on research grades. There are clear role profiles and criteria that are considered. An <a href="#">Equality and Impact Assessment (EIA)</a> has been carried out of the policies relating to the Research Grading Review Panel.	Rolling programme of staff development with respect to recruitment & selection delivered by Human Resources.  Continuous awareness raising with staff on research grades via the Researchers' Forum	Human Resources – Staff Development  Human Resources – Operations Researchers' Forum Convenor	Ongoing  Bi-annually (March & October)
1.5	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.	UWE operates a pay scale for researchers in line with the National Academic Role Profiles (NARP). <a href="#">A clear Academic Career Pathways</a> framework for UWE staff has been produced which sets out clearly the role profiles and how to progress.	To raise awareness of the career pathways and progression criteria with research staff at inductions, Researchers' Forum events and through line management	Human Resources – Staff Development & Researchers' Forum	ongoing

**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.**

	<b>Clause</b>	<b>Evidence for current compliance</b>	<b>Actions</b>	<b>Lead</b>	<b>Timescale</b>
2.1	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	Feedback from research staff who took part in Career in Research Online Survey (CROS) 2009 & 2011 suggests that they are not treated unfairly with respect to their employment contract.	Continued monitoring of research staff feedback from representatives, Careers in Research Online Survey and UWE staff survey	Researchers' Forum Planning Group	Bi-annually
2.2	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) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use	The <a href="#">UWE policy with respect to the use of fixed term contracts</a> has an appendix specifically for staff on research grades in which there is clear guidance on how to reduce the number of staff on fixed term contracts.	Periodic (quarterly) review by Associate Deans (Research) in each of the faculties as to the nature of funding streams to support research.	Research and Knowledge Exchange Committees in Faculty.	Quarterly

	of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.				
2.3	<p>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.</p>	<p>UWE Human Resources is currently implementing its '<a href="#">people + performance</a>' scheme which seeks to address the needs of staff with respect to performance and development review. The stated goal is to reach a target of 100% completion of annual performance &amp; development reviews for all staff.</p> <p>It has been recognised that managers of research staff need development in people management and leadership both of which are topics for workshops that are in development.</p>	<p>Monitor &amp; review proportion of completed performance and development reviews</p> <p>Development opportunities for research staff &amp; their leaders in collaboration with external training providers</p>	<p>Human Resources</p> <p>Research, Business &amp; Innovation</p> <p>Researchers' Forum Planning Group</p>	<p>Annually in September</p> <p>2011/2012</p> <p>Bi-annually</p>
2.4	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.	The <a href="#">fixed term contracts policy</a> deployed at UWE makes it clear that the preferred position is to place researchers on open ended contracts where possible by utilising a number of income streams. It is possible for researchers to be funded from the Quality Related	Associate Deans (Research) to continue to monitor income streams on a quarterly basis.	Associate Deans	Quarterly

	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.	(QR) income stream to cover periods between employment contracts. Redeployment opportunities are sought for staff whose contract is being terminated.			
2.5	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.	<p>Research grades on the UWE salary scale are in line with the national Framework Agreement. Applications for progression to Research Fellow or Senior Research Fellow are considered by the Research Review &amp; Progression Panel, which is chaired by the Deputy Vice Chancellor, Academic. Unsuccessful applicants receive feedback which includes advice on areas for further development.</p> <p>Human Resources have also produced an <a href="#">Academic Career Pathways</a> framework that clearly set out what the Nationally Agreed Role Profile roles are for research grades and what support is available to researchers wishing to progress.</p>	Continue to raise awareness among research staff as to the procedures involved in making applications to the Research Grade and Review Panel.	Researchers' Forum and research staff representative networks	ongoing
2.6	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.	See 2.5, there is a clear progression path for researchers, the role descriptors are set out and there is a dedicated Research Review and Progression Panel that considers applications for promotion.	Improve visibility of the opportunities to progress through the Researchers' Forum & Human Resources webpages	<p>Research, Business &amp; Innovation</p> <p>Human Resources – Operations Team</p>	January 2012

	It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.				
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<b>C: SUPPORT AND CAREER DEVELOPMENT</b> <b>Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.</b> <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>					
	<i>Clause</i>	<i>Evidence for current compliance</i>	<i>Actions</i>	<i>Lead</i>	<i>Timescale</i>
3.1	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.	<p>The <a href="#">Academic Career Pathways</a> framework at UWE sets out the role profiles of all academic related roles at UWE incl, teaching &amp; scholarship, research roles, management roles, knowledge exchange roles as well as teaching &amp; research roles which shows the relationship of the grade structures for each. In addition staff can see what criteria there are for moving between roles in an academic environment.</p> <p>Research staff have access to development opportunities provided by Research, Business &amp; Innovation</p>	Continue to promote opportunities for moving between roles in the institution by ensuring research managers are more aware of the Academic Career Pathways framework	Human Resources – Staff development, Research & Knowledge Exchange Executive.	ongoing

		as well as the UWE Staff Development Programme			
3.2	A wide variety of career paths is 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.	The skills development programme delivered by Research, Business & Innovation focus a number of their activities on the transferable nature of research skills and include courses that are designed to encourage researchers to consider how they might use those skills in different contexts. The <a href="#">Academic Career Pathways</a> framework at UWE demonstrates how research staff can move between the various career paths within the institution.	To build on the alternative careers section of the development programme by involving careers specialists more.	Research, Business & Innovation	July 2012

3.3	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.	There is a <a href="#">wide ranging skills development programme</a> available to researchers at UWE which has been designed to deliver workshops on many of the competency areas set out in the Researcher Development Framework. Skills development is also provided through the Researcher Forum events.	Continue to review the development programme from direct feedback from the courses, via the CROS and via the research staff representative network	Research, Business & Innovation	July 2012
3.4	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.	We address this topic via the <a href="#">Researchers' Forum events</a> to provide the space to run development activities on the broader theme of career development for researchers	To review and expand the provision of opportunities to encourage research staff to consider broadening their career horizons	Researchers' Forum Planning Group	July 2012
3.5	Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies	Researchers are engaged on career development via the <a href="#">people + performance</a> scheme.	Brief research managers on the researcher development framework and to encourage them to signpost staff to	Research, Business & Innovation and Human Resources – Staff Development	July 2012



	<p>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.</p>	<p>The <a href="#">Researchers' Forum</a> provides the opportunity for research staff to consider career development in a broader sense and to discuss those options with their peers from other subject areas as well as hear from senior researchers about their own career pathways</p> <p>Researchers receive communications from <a href="#">Vitae</a> regarding opportunities for them to engage in workshops or courses run on national basis.</p>	<p>career professionals for advice on broader career options</p>		
3.6	<p>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.</p>	<p>Human Resources have been working to improve induction procedures as part of the <a href="#">people + performance</a> scheme and invite newly appointed research staff to attend institutional welcome events.</p> <p>Inductions and introductions to the local workplace are organised by Research Centres and/or Departments and all managers are provided with an induction checklist to complete</p> <p>In addition the new probation scheme will require managers and new researchers to formulate a CPD action plan at the initial probation meeting.</p>	<p>Review effectiveness of institutional welcome fairs via evaluation of each event. Monitor feedback from research staff regarding their perspective of induction via CROS and research staff representative network.</p>	<p>Human Resources – Staff Development</p> <p>Researchers' Forum</p>	<p>September 2012</p> <p>September 2012</p>
3.7	<p>Employers and funders will wish to consider articulating the skills that</p>	<p>The <a href="#">Academic Career Pathways</a> framework sets out the role profiles</p>	<p>Use the researcher development framework to</p>	<p>Human Resources</p>	<p>July 2012</p>

	<p>should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practice 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.</p>	<p>containing the descriptors or responsibilities at each grade and provides information on how to progress.</p> <p>The Researcher Development Framework is being rolled out to all researchers with the skills development programme being mapped to it.</p>	<p>audit the skills development offering across the whole institution.</p>	<p>Research, Business &amp; Innovation</p>	<p>July 2012</p>
3.8	<p>Employers also should provide a specific research 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.</p>	<p>The <a href="#">skills development programme</a> offered by Research, Business &amp; Innovation is open to all researchers.</p> <p><a href="#">UWE operates a mentoring scheme</a> for all academic staff.</p> <p>A mentoring scheme for female researchers will be launched in December 2011. This aims to improve career progression for female researchers at UWE.</p>	<p>Monitor how many research staff utilise mentor scheme</p>	<p>Research, Business &amp; Innovation</p>	<p>January 2013</p>
3.9	<p>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,</p>	<p>The roll out of the people + performance scheme at UWE included mandatory training for all line managers in the operation of performance development reviews and one to one meetings. The focus of the performance development review is to engage in professional development activities in areas discussed between manager and</p>	<p>Monitor the effectiveness of the people + performance scheme with research staff.</p>	<p>Human Resources</p>	<p>Annually</p>

	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.	<p>staff member.</p> <p>Research staff are also encouraged directly by Research, Business &amp; Innovation to attend skills development activities via e-mail advertisements, especially via the Researchers' Forum.</p>	Monitor uptake of research staff to the opportunities provided.	Research, Business & Innovation	September 2012
3.10	Researchers should be empowered by having 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.	See 3.9	Continue to review the number of research staff engaging in the performance and development review process	Human Resources	Annually
3.11	Employers will wish to ensure that development activities open to researchers include preparation for academic practice. Employers	Research staff are offered access to development opportunities in <a href="#">teaching and learning</a> and preparing for leading research teams	Review the development programme to ensure that all the aspects of researcher development framework are	Human Resources and Research, Business & Innovation	September 2012

	should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not duly disadvantaged when moving from one employer to another.		offered.		
3.12	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.	See 3.11. Also see the profiles for <a href="#">Research Associate</a> , <a href="#">Research Fellow</a> & <a href="#">Senior Research Fellow</a>	Review the feedback from research staff via CROS	Research, Business & Innovation	July 2012
3.13	Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation and management committees.	The Researchers' Forum is one of the main research staff representative channels. The planning group is comprised of research staff representatives & staff from relevant professional services and is convened by one of the Associate Deans (Research) who directly reports into the Research and Knowledge Exchange Executive.	Continue to formalise the relationship of the Researchers' Forum with the Research and Knowledge Exchange Executive	Researchers' Forum Convenor	July 2012
3.14	Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	A mentoring scheme is offered to all UWE staff. See also 3.8	Review whether the mentoring scheme can be enhanced	Human Resources	December 2012

**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.**

	<b>Clause</b>	<b>Evidence for current compliance</b>	<b>Actions</b>	<b>Lead</b>	<b>Timescale</b>
5.1	Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.	<a href="#">The standards expected of all Researchers</a> are clearly set out on the advice provided by Research, Business & Innovation	To ensure that awareness of where to access this information is maintained through induction and the Researchers' Forum	Research, Business & Innovation	September 2012
5.2	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.	Research, Business & Innovation offer tailored support to researchers on <a href="#">technology transfer</a> and other forms of knowledge exchange.	To ensure that awareness of where to access this information is maintained through induction and the Researchers' Forum	Research, Business & Innovation	December 2012
5.3	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	<a href="#">Specific processes relating to ethics</a> and governance are comprehensively laid out including UWE code of practices for the conduct of research	To ensure that awareness of where to access this information is maintained through induction and the Researchers' Forum	Research, Business & Innovation + Faculty Research Committees	December 2012
5.4	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.	The Academic Career Pathways framework has this information clearly laid out as well as the criteria for progressing through the grades	Continue to raise awareness of the Academic Career Pathways and the Research Grading Review Panel with research staff	Human Resources	July 2012
5.5	Researchers should recognise that the primary responsibility for	The emphasis on proactivity by researchers regarding their own	Consider other mechanisms of encouraging research staff to	Researchers' Forum	September 2012

	<p>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.</p>	<p>career development opportunities is one of the overarching themes of the Researchers' Forum.</p>	<p>be proactive in seeking out career development opportunities that are congruent with their aspirations.</p>		
5.6	<p>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.</p>	<p>Career development requirements are an <a href="#">integral part of the Performance and Development Review process</a>.</p>	<p>To consider how to embed the principle of time allotted to career development activity within a researchers' contract of employment</p>	<p>Researchers' Forum</p>	<p>May 2012</p>

**E: DIVERSITY AND EQUALITY****Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.**

	<b>Clause</b>	<b>Evidence for current compliance</b>	<b>Actions</b>	<b>Lead</b>	<b>Timescale</b>
6.1	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.	Human Resources have comprehensive information on all matters relating to <a href="#">equality &amp; diversity</a> and require an Equality Impact Assessment to be undertaken of policies and procedures, including recruitment, promotion and Research Strategy.	Review staff perceptions of the equality and diversity strategy at UWE via staff survey, CROS and through feedback from the staff network groups.	Human Resources	December 2012
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.	The <a href="#">recruitment policy</a> operated is compliant with the relevant legislation and has been assessed for its equality impact. This has been published on the University intranet.	Update Equality Impact Assessment as required	Human Resources	December 2012
6.3	It should be emphasised that the demanding nature of research	See above. Equality and diversity data <a href="#">are monitored by the institution</a>	Continue to monitor research staff as a group with respect	Human Resources	December 2012

	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.	<a href="#">in consultation with relevant staff network groups</a> representing each equality group	to equality & diversity measures. Equality data is also published annually by the University.	Research, Business & Innovation (Research Strategy Equality Impact Assessment Group)	
6.4	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.	Flexible working arrangements are in place for all staff including research staff. <a href="#">More info can be found here</a> The University also has a flexible working policy which is published by Human Resources.	None required		
6.5	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	See 6.4	None required		



	has always been carried out in a particular way, it cannot be done differently				
6.6	Funders should continue to ensure that their funding 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.	Arrangements are in place with the main funders of research to cover periods of parental leave in line with national legislation.	None required		
6.7	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	Gender, ethnicity and disability equality targets are monitored annually and reported to the <a href="#">Equality &amp; Diversity Forum</a> .  Equality related information is published annually in the <a href="#">University Staffing Compendium</a> .	Ongoing monitoring	Equality & Diversity Forum	December 2012

	in the available pool at the level immediately below.				
6.8	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	One to one meetings with managers should pick up changes in personal circumstances. HR is involved in the work related to the Researchers Forum where such issues may also be identified.	None required		
6.9	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.	The University has a <a href="#">Dignity at Work</a> policy which all staff and managers are expected to implement. There are also University Dignity at Work Advisers available to support staff and managers.	None required		
6.10	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.	UWE are currently not members of the Athena SWAN Charter.	To investigate how to support the participation of schemes to promote diversity in research degrees across all subject groups at UWE including signing up to the Athena SWAN Charter	Human Resources	September 2012