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

Clause	*Actions 2018-20*	*Lead*	*Timescale*
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.	Continue monitoring implementation of UWE Research 2020 by RSIG, including use of responsible metrics linked to key research PIs. Evaluate progress in implementation of UWE Research 2020 as part of wider review to feed into discussion of UWE 2030 Strategy (timetable to be determined). Monitor inclusion of Early Career Researchers in REF2021 as part of equality analysis of REF Code of Practice, building on inclusivity of ECRs in REF2014 (55 ECRs submitted, 17% of all submitted staff). Target of 60 for REF2021.	Pro Vice-Chancellor (Research & Enterprise) Associate Deans (Research) Research Strategy Implementation Group REF team, RBI	Annual review of metrics in Dec 2018 2019, 2020 Review by 2020 November 2020 (submission date)
1.2 Employers should strive to attract excellence and respect diversity. 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.	Having established baseline equality data for research roles, undertake monitoring against equality targets and monitor annually as part of Research Dashboard showing 3 year trends. Research equality targets to mirror or exceed UWE long term targets, for example 50+%	HR Resourcing Manager and HR Grading Manager. (review with Researchers Forum Planning Group)	Annually in August December 2018.

Clause	Actions 2018-20	Lead	Timescale
	female (with parity also being equal at each grade), 16% BME		
	Latest data on research staff (December 2017) shows 56% Female; 15% BME (both in line with UWE targets); 4.7% Disabled (below UWE current position of 5.6%).		Monitor ongoing
	Specific actions agreed:		December 2019
	1. Following introduction of new HR system, encourage all research staff, including those with a disability, to update personal information to ensure that self-declarations are as complete as possible. 2. A Support Service for Disabled Staff is now in its second year, offering support to disabled staff and their line managers. UWE is also developing a leading edge Mental Wealth strategy designed to promote the mental health and wellbeing of staff. Ensure research staff are fully aware of these services via the Researchers' Forum		
	Both activities are aimed to gain more accurate data on declared levels of disability among staff. Current target is 6% declared.		August 2020
	All person and vacancy specifications to include both essential **and desirable** criteria to improve transparency of requirements and in support of our commitment to the Disability Confident scheme.		

Clause	Actions 2018-20	Lead	Timescale
	Set target of 100% of UWE CROS respondents considering themselves to have an appropriate job description (94% in CROS2017).		
	Identify and implement options for widening advertising to attract a broader range of candidates e.g. local 'fringe' publications, linkedin and twitter.	Human Resources (HR Organisation Development Consultant)	April 2019
	Monitor compliance with, and effect of, Disability Confident accreditation specifically with respect to research staff and review uptake of the Guaranteed Interview Scheme. Monitor recruitment data for research staff specifically against overall disability target of 6% declared.	Human Resources (HR Organisation Development Consultant)	August annually
1.3 Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason.	Continue to monitor and ensure all open-ended contracts have a recorded justifiable reason. Monitor percentage (currently 38%) and compare with CROS benchmark. Identify target from 2019.	Associate Deans (Research)	Monitor via HR data (July each year)
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.	As an organisation with more than 250 staff, we are required to publish gender pay gaps between male and female employees. Current gender pay gap for all staff is 13% in UWE	Human Resources (HR Organisation Development Consultant)	Review in June 2019.

Clause	Actions 2018-20	Lead	Timescale
	From 2019, we will review the gender pay gap for research staff. If more than a 3% differential from the overall UWE gender pay gap, then Research Strategy Implementation Group to identify specific actions to address this beyond those of the institutional action plan.	Research Strategy Implementation Group	

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.

Clause	Actions 2018-20	Lead	Timescale
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	Monitor engagement of research staff with development opportunities and with Performance Development Reviews, and compare between those on fixed term and open-ended contracts. Set target of 90% of eligible UWE research respondents to complete PDRs in 2019 (83% in 2017). Continue to monitor and respond to feedback through HR on-line and CROS 2019.	HR Organisation Development Consultant Researchers' Forum Planning Group	In line with results of CROS 2019

Clause	Actions 2018-20	Lead	Timescale
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 of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.	Ensure the process for reviewing fixed-term contracts is automated and managed within the new HR online system from Q2 2018/19 and communication to research managers is provided to support effective and timely communication to affected staff.	HR Organisation Development Consultant	Due by April 2019.
2.3 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.	Extend leadership development programme to all line managers of research staff and monitor attendance. Completion rates captured via the learning and development department. All researcher managers to be assessed via an online 360 tool in order to provide feedback and support for development/coaching against our leadership behaviours. 100% participation in identified development activities is the target. 90%+ will be expected of research staff and will be monitored. Follow up will be undertaken as to address areas of non-engagement.	Organisation & Learning Development Manager, HR	CROS 2019 and next UWE Staff survey (date to be confirmed) Ongoing until February 2019
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.	Continue to provide 'bridge' funding to provide continuity of employment for research staff in areas where there is a good prospect of sustainable external funding (now embedded as part of annual research allocations).	Associate Deans (Research), Research Centre Directors and other senior research managers	Ongoing

Clause	Actions 2018-20	Lead	Timescale
	All research staff whose role is due to end after a period of 24 months or more are automatically entered into the redeployment process where their skills and competencies can be considered against research and related roles appearing across UWE.		
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.	All research roles are aligned to the nationally negotiated pay frameworks and are graded according to a standard process. Focus on progression to be subject of regular Forum events including one planned early in 2019. Review the average entry point within each grade by gender to check for gender bias and repeat annually to identify trends and determine actions as necessary. Establish baseline progression data for the last 2 years. Review role progression to identify any potential equalities issues and report outcome to the Researchers Forum.	Researchers' Forum Planning Group HR Organisation and Learning & Development Consultant	Event planned for Winter 2018/19. December 2018 January 2019

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. Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Clause	*Actions 2018-20*	*Lead*	*Timescale*
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.	Monitor and disseminate outcomes of the Talent Management project via the Forum and consider the opportunities it may afford for research staff in terms of academic pathways. Following the report of the Researcher Development Working Group, review and refresh the web pages to provide a single point of information on training and development opportunities and resources for staff undertaking research.	Organisation & Learning Development Manager, HR Researcher Development Manager (and colleagues in RBI)	The programme is ongoing with completion due by 2020 January 2019
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.	Further develop and prioritise career development opportunities seeking feedback from the research community. Continue to develop the Skills Development Programme and monitor attendance by research staff and areas of low participation. Establish baseline data, provide feedback to Associate Deans (Research) and set future participation targets. Design a career pathway document and diagram for dissemination and publishing on the Researcher Development web pages. Gather	Researcher Development Manager	Skills development Programme 2018/19 and 2019/20 April 2019.

Clause	Actions 2018-20	Lead	Timescale
	feedback from research community, monitor access/usage and set future target for use. Following introduction of a new Academic Practice Programme in 2019, promote the new development opportunities for research staff to access teaching & learning modules to support future career aspirations. Monitor attendance by research staff and set target for 2019/20.		July 2019
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.	Continue to review skills development programme utilising feedback, evolving priorities and complementarity with other available opportunities (including the Academic Practice Programme and generic skills development training available via the UWE Learning and Development Centre). Review Performance and Development Review process for researchers and promote use of Researcher Development Framework as a focus for career discussions. Renew subscription to the Vitae Researcher Development Framework Planner. As part of the Talent Management Strategy, utilise the Researcher Development Framework within an emerging staff CPD framework to evaluate researcher development and capability within UWE (including taking account of a revised Concordat). Make proposals for clear CPD pathways aimed at meeting the needs of	Researcher Development Manager Research Forum Planning Group/HR HR, Organisation and Learning & Development Consultant.	UWE Academic Programme introduced from February 2019. Review early in 2019 with a view to implement in 2019/2020. By December 2019

Clause	Actions 2018-20	Lead	Timescale
	researchers alongside those of the wider academic community.

Ensure research development web pages include details of development opportunities such as participation in groups, chairing of committees and development through contribution to teaching and learning. | Pro Vice Chancellor (Research & Business Engagement)

Researcher Development Manager/HR/Academic Practice Directorate | |
| 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. | Deliver further career development activities through the Researchers' Forum in collaboration with the Careers Service, including further information on the promotion criteria published by the Research Review Progression Group.

Ensure that the annual, independent, career development discussion available to all staff is promoted via the Forum and by direct communication with the research community. Provide a link on the development pages. | Researchers' Forum Planning Group | Future Forum events November 2018 and March 2019.

Throughout 2019 |
| 3.5 Researchers benefit from clear systems that help them to plan their career development. Employers 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. | In addition to stronger careers focus within the Skills Development Programme, the Researchers' Forum Planning Group will review current provision and advise on further topics to be covered, taking account of feedback from attendees, CROS and UWE Staff survey.

Review and promote the promotion process and criteria for researchers and ensure they are clearly laid out and available via the UWE | Researchers' Forum Planning Group

Research Review Progression Group and | Researchers' Forum Planning Group meetings planned for January 2019 and April 2019.

June 2019 (annually). |

Clause	Actions 2018-20	Lead	Timescale
	intranet. Review annually to ensure that this remains prominent and accessible.	Researcher Development Manager	
3.6 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.	Review procedures regarding research staff and institutional induction, ensure content of induction meets the need of research staff and promote more effective means of induction for research staff. Confirm that all new starters receive at least two invitations to attend a Welcome Induction Through new online process, check proportion of research staff completing the online induction is at least in line with all UWE Staff and determine future targets.	Head of HR Services, Human Resources Training Delivery Manager Organisation & Learning Development Consultant, HR	Review annually, commencing December 2018 December 2019
	Review research staff attendees at the Welcome Fair (November 2018) and set an appropriate target as necessary based on data for UWE staff as a whole (target to be confirmed). Review new entry survey data regarding effectiveness of induction and provide report to feedback to Research Leaders by Faculty.	Organisation & Learning Development Consultant, HR	Target to be set by December 2018. Review annually.
3.7 Employers will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should	Review current use of RDF Planner by research staff. Propose use of the RDF planner as part of designated PDR paperwork for research staff. Consult with faculty representatives.	Researcher Development Manager and Researchers Forum	Review Spring 2019 report to Researchers

Clause	Actions 2018-20	Lead	Timescale
encourage researchers to acquire and practice those skills.			Forum by end of 2019.
3.8 Employers 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.	Bring all mentoring schemes together centrally to provide better coordination and internal promotion e.g. in order to signpost clearly the opportunities that exist for researchers and all staff. Provide opportunity for individuals with a specific interest in mentoring research staff to be contacted by those seeking mentoring support via the mentoring database. Forum to promote mentoring opportunities to research staff via forum events and signposting on the development intranet. Monitor uptake by research staff, set target and review this annually. Monitor use of BME leadership scheme (launched in 2018) by research staff. Review scheme and outcomes to assess the effectiveness and amend accordingly.	Researchers' Forum Planning Group and Human Resources Researchers' Forum Planning Group Organisation and Learning and Development Team	Centralised repository of mentoring schemes available from May 2018. By December 2018. By December 2019
3.9 Research managers should actively encourage researchers to undertake CPD activity, so far as is possible within the project. It should be stressed that developmental activity can often have a direct impact on the success of the project, by distributing work, taking advantage of individual strengths and talents, and increasing the skill and effectiveness of researchers in key areas such as writing for	Target of research staff engagement with CPD to be set and monitored annually from 2019. Target to be set following CROS 2019. RBI to assemble central 'repository' of research training and events taking place across UWE as a single source of information for staff. Data to be linked to new HR online system to enable	Research Forum Planning Group Research, Business & Innovation HR Systems Manager/LDC Manager	Following publication of CROS 2019. January 2019 December 2019

Clause	Actions 2018-20	Lead	Timescale
publication or communicating with a wider audience.	capture of development registrations and completions.		
3.10 Employers will wish to ensure that development activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not duly disadvantaged when moving from one employer to another.	Continue to develop the UWE Academic Practice Programme to provide opportunities for research staff to develop both their research and teaching skills, due to start in 2019. Access to modules within the UWE Academic Programme to be made available to researchers. Promote and monitor engagement of research staff with the new APP (see above). Use feedback to ensure programme meets the needs of research participants and to set target for future engagement.	Academic Practice Directorate	Delivery to begin in 2019. 2019/20 for full implementation
3.11 Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	See 3.8 above - bring all mentoring schemes together centrally to provide better coordination and internal promotion Invite all research staff to apply for mentoring with a structured process for identifying suitable mentors for each mentee. All mentors to be offered training, take-up to be monitored. Continue successful women in research mentoring programme, open to all women researchers (Targets for women research staff to be set following annual launch in December 2018).	Human Resources Researchers' Forum Planning Group Women in Research Mentoring Scheme Committee	September 2018 – March 2019 Annual launch in December.

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

Clause	*Actions 2018-20*	*Lead*	*Timescale*
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.	Additional advice and training on Intellectual property has been introduced following the appointment of a new IP Manager in RBI.	Researcher Development Manager. Intellectual Property Manager, RBI	Now embedded in 2018/19 Skills Development Programme.
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.	Following the recommendations of the Researcher Development Programme Working Group, various specific aspects of Governance feature in an enhanced programme in 2018/19, including GDPR compliance, working with animals, and working with children and vulnerable adults. Promote and monitor take-up of advice, support and on-line training by research staff. RDM to report to Researchers Forum on up-take and to seek feedback. Pilot the use of online modules on research integrity with research staff (as part of wider pilot). Use CROS survey data to provide gap analysis.	Research Governance Manager and Researcher Development Manager.	Now embedded in 2018/19 Skills Development Programme. Report to Researchers' Forum event in summer 2019.

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.	Continue to monitor feedback from CROS and from UWE Staff surveys to inform on-going development of career advice and support. Review, publish, communicate and monitor criteria for progression through the Research Review Progression Panel (available via the intranet). (See 3.2) Publish career pathway document to provide details of additional skills required to progress to different roles and examples of ways in which to provide evidence of competence and experience.	Organisation & Learning Development Manager, HR	CROS 2019 and next UWE staff survey (date to be determined)
5.5 Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly, they should identify training needs and actively seek out opportunities for learning and development in order to further that career and take personal responsibility for their choices.	Plan and promote Researcher Forum events aimed at promoting self-management of careers, including an 'enterprising researcher' event where 'enterprise' is defined in the context of 'personal endeavour' and 'self-management'.	Researchers' Forum Planning Group	November 2018.
5.6 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.	Increase the proportion of researchers who have had a Performance and Development Review to more than 90% in UWE in 2019 (83% in 2017). Follow up with Research Managers where there are gaps in engagement. PDR development plans are agreed annually with managers. From 2019, there will be online monitoring within the HR system. Target 95% in all faculties by 2020.	Organisation & Learning Development Manager, HR	By 2020.

E: DIVERSITY AND EQUALITY

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Clause	Actions 2018-2020	Lead	Timescale
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.	Monitor, analyse and publish equality and diversity data of research staff. Support the submission of the Race Equality Charter Mark application in 2020 and Athena Swan submissions. Athena Swan and the Race Equality Charter Project teams will determine overarching actions. Identify and address issues through working with the staff networks, Trades Union and promote E&D and unconscious bias training through UWE manager training programme. Monitor completion rates of the E&D on-line module by research staff. Target is 100% completion rate.	Equality and Diversity unit	Annually, review in August in each year. 2020 (to be confirmed)
6.2 The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.	Monitor equality groups through the staff compendium each year against the targets set as part of Inclusivity 2020. This should include monitoring data relating specifically to research staff. See 1.2 above for targets.	Resourcing Manager, Human Resources	Annually, in August.
6.3 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	Review and consider targets for applications, selection and promotion through the Research Staff Progression Panel (for gender and BME). Targets for applications and promotion should	Employee Relations and Reward Manager, Human Resources	Review data annually from Dec 2019 onwards.

Clause	Actions 2018-2020	Lead	Timescale
equal opportunity policy at recruitment and at all subsequent career stages. Diversity should be reflected on selection and evaluation committees. What is 'representative' will vary according to the nature of the institution and the academic research subject, but institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below.	reflect the current BME and gender institutional targets (see 1.2 above for targets). Continue to monitor through CROS and UWE staff survey.		
6.4 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.	UWE Staff Survey 2017 reported very low levels of discrimination, bullying or harassment among research staff (3% compared to an institutional average of 9%]. The target for the next staff survey is 0%. Of all staff groups, research staff scored highest on being treated with respect by colleagues (90% compared to institutional average of 80%). The target for the next staff survey is 95%. Promote the role of and service provided by Dignity and Work Advisers to ensure that issues can be identified at an early stage and individuals can seek support to resolve situations that arise. UWE's Dignity at Work policy will be updated and re-launched in the context of wider societal changes and increased awareness of a wider range of unacceptable behaviours. Dignity at Work advisors will receive updated training.	HR Organisation and Learning & Development Consultant Employee Relations and Reward Manager.	CROS 2019 and next UWE staff survey August 2019 September 2019 (review) November 2019 (re-launch)

Clause	Actions 2018-2020	Lead	Timescale
6.5 Employers should also consider participation in schemes such as the Athena Swan Charter, the Juno Project and other initiatives promoting diversity in research careers.	Five departments within UWE Bristol have achieved Athena Swan Bronze accreditation. UWE has been awarded bronze at an institutional level under the revised procedures. We are committed to ensuring that all of our departments engage with Athena SWAN by 2020.	Athena Swan Group	2020

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

Clause	Actions 2018-20	Lead	Timescale
7.2 The institution should constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation, and draw up an implementation plan for the Concordat, to ensure a coherent and sustained approach and the appropriate use of survey and monitoring tools such as the Careers in Research Online Survey (CROS).	Researcher Forum Planning Group to continue to lead oversight of the implementation and review of the Concordat, reporting to the Research Strategy Implementation Group (chaired by the PVC Research & Enterprise). Appointment of a new Convenor of the Researchers Forum Planning Group - Professor John Hancock appointed in August 2018. Refresh membership of Researchers' Forum Planning Group, including new research staff representatives and new Researcher Development Manager.	Convenor of Researchers' Forum Researchers' Forum Planning Group	December 2018

Clause	Actions 2018-20	Lead	Timescale
	Respond to feedback from Forum in terms of outcomes of CROS 2017 and UWE Staff Survey 2017

Continue to monitor through future CROS and UWE staff surveys and feed back to research staff. | | Researchers Forum event, May 2018 (action completed)

Future Researcher Forum events. |
| 7.4 It is expected that Vitae, the national programme dedicated to realising the potential of researchers, funded by the Research Councils, will play a major role in innovating, sharing practice and enhancing the capability of the sector to implement aspects of the Concordat, as well as establishing strategic partnerships between funders. | Continue to subscribe and engage with Vitae, and to promote the resources and opportunities provided by Vitae for research staff through the Researchers Forum.

Monitor and engage with the consultation on a revised Concordat, respond to changes to the Concordat and review action plan accordingly. | Researcher Development Manager

Research Strategy Implementation Group. | Ongoing

Late 2018/early 2019 (onwards). |