

Strategy for Implementation of the Concordat to Support the Career Development of Researchers

1 Introduction

Glyndŵr University aims to act in accordance with the principles of the Concordat to Support the Career Development of Researchers:

1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research
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
3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment
4. The importance of researchers' personal and career development, and life long learning, is clearly recognised and promoted at all stages of their career
5. Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and life long learning
6. Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers
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

This strategy document and accompanying action plan are concerned with arrangements for putting these principles into practice, for supporting the career development of researchers. That is, to support staff whose primary responsibility is to conduct research and who are employed for this purpose. It is recognised that this covers a range of different disciplines; levels of training, experience and responsibility; types of contract (fixed or open ended, full or part time); and career expectations and intentions.

2 Context

The strategy is informed by and is consistent with the University's Core Values, Corporate Strategic Plan, Strategic Plan for Research and Scholarship and Human Resources Strategy.

The University's Core Values are:

- Respect for the individual, for the expression of ideas and the pursuit of knowledge;
- Educational, academic and professional integrity;
- Care for students, colleagues and customers and the anticipation of their needs and requirements;
- Organizational commitment to the pursuit of excellence and loyalty to the University as a community of learning.

The University's core values underpin its relationships with staff employed as researchers as much as to any other members of the University community, for example in relation to the career development and employability of colleagues.

Current corporate strategic aims set out in the corporate Strategic Plan and the Strategic Plan for Research and Scholarship which have a particular impact on our strategy for implementation of the Concordat are:

- Developing the research infrastructure and capability
- Building the external profile of research
- Growth in research and knowledge transfer income

- Development of the postgraduate research culture
- Development of research links with Welsh businesses

Achievement of these strategic aims requires the University to ensure that researchers are able to engage effectively with peers and with collaborators from the academic and business communities. This means encouraging and supporting the acquisition and/or development of research skills and transferable skills, and endeavouring to increase opportunities for continuity of employment.

The University's Human Resources Strategy 2010-2014 indicates an explicit commitment to ensure that the University complies with the Concordat. Other relevant Key Performance Activities include:

- Develop a revised Recruitment, Selection and Retention Policy and Procedure that supports the objectives of appointing, retaining and developing high calibre staff, and which takes account of the diverse needs and future plans of the University
- Develop and implement a staff appraisal system across academic and operational areas which incorporates clear targets/outputs, linked to University and Departmental Objectives
- Develop and implement a more robust and transparent system of Staff Development, which reflects the priorities at Institute/School/Department level
- Benchmark all Policies and Procedures to ensure that they reflect best practice within the sector e.g. Terms and Conditions of Employment in respect of Employment legislation: Equality and Diversity legislation
- Develop a database (e.g. e-staff card) of all staff profiles across the University. This will include their qualifications, current CPD activity, and performance goals, arising from appraisal

The University's strategy for implementation of the Concordat is consistent with RCUK Statement of Expectations regarding researchers development published in March 2010. The University aims to maintain and improve the quality of skills provision and the employability of researchers through:

- Maintaining availability of a broad range of career planning, training and development opportunities for Research Council funded researchers
- Fully embedding researcher development into the normal processes in the research and training environment.
- Recovering funds to support researcher development from all funders of research and research students, as such provision is incorporated into funding arrangements
- Continuing to improve effectiveness and value for money of our researcher development programmes

3 Arrangements for Managing Implementation

The Pro Vice-Chancellor, Academic Affairs has overall responsibility for implementation of the Concordat. Direct operational responsibility is delegated to the most appropriate locus, including the Deans of the University Institutes, the Director of the Graduate School, Directors of Research Centres, the Research and Scholarship Committee, the Governors' HR Committee, and operational managers responsible for human resources and research support. A task group has been established to ensure implementation of the Concordat, comprising the Pro Vice-Chancellor, Academic Affairs, the Director of the Graduate School, the Head of Human Resources, and the Head of Research Services.

An Action Plan has been drawn up by the Head of Human Resources in consultation with colleagues; the action plan is subject to regular monitoring and review by the Research and Scholarship Committee.

Awareness of the Concordat and of arrangements for its implementation is created through direct communication with research staff and their managers, support staff and senior managers, through induction programmes for new staff, and is to be supplemented by enhancements to the Staff Intranet “research” web pages.

4 Strategic Aims

The University aims to act in accordance with the principles of the Concordat to Support the Career Development of Researchers, through ensuring that the circumstances, aspirations and expectations of research staff are taken into account in corporate and departmental planning, and through developing and implementing an action plan dealing with areas in which the University’s provision does not yet align with the Concordat.

5 Recent progress

- Early stage researchers are encouraged to participate as members of supervisory teams for research students under the mentorship of more experienced colleagues; a recent amendment to the University’s regulations for research degrees has made explicit the fact that supervisory roles are not restricted to “permanent” members of staff.
- The establishment of a Graduate School in 2010 and the concomitant appointment of a Graduate Training Officer enhance PGR provision and support throughout the University, including support for new and inexperienced supervisors.
- A membership category for “contract research staff” has been established for the University’s Research and Scholarship Committee, which is concerned with the University’s research strategy, policies and procedures.
- Role profiles / responsibilities have been developed for researchers at different grades.
- An updated Recruitment and Selection Policy is awaiting publication.
- The University’s Intellectual Property Right policy has been supplemented by an explicit policy regarding revenue sharing following licensing or assignment of IP (this is currently being further refined in a periodic review of the IP policy).
- The University’s arrangements for publication of research outputs in its Repository make an explicit requirement for co-authors to give their permission for publication.

6 Action Plan

The Action Plan which follows indicates the areas in which the University has identified that its policies and procedures do not yet fully align with the Concordat, and in respect of which it intends to achieve progress in 2009/10. Following review of achievements and any further identification of gaps by the Research and Scholarship Committee in June 2010, a further Action Plan for 2010/11 will be developed.

**Research Concordat Implementation Plan
March 2010**

Action	Principle	Responsible	By When	Progress
1. Develop Concordat responsibilities document for Heads of Institutes	All	Head of Research Services	July 2010	
2. Develop role profiles/responsibilities document for researchers for each grade	2	Head of Human Resources	Completed January 2010	Awaiting agreement with UCU
3. Develop policy for recruitment and selection of research staff	1,6	Human Resources Manager	Completed February 2010	Work completed on reworking and updating Recruitment and Selection Policy. Web to be updated.
4. Review current policies and practices to provide greater stability of employment for research staff	2	Human Resources Manager / Head of Human Resources	July 2010	HR has considered issues relating to bridging funding and guidelines for Academic Units on the use of bridging and other measures to improve job security; guidelines being drafted. Work is underway to try and smooth access to University facilities when transferring contracts.
5. Implement a researcher mentoring scheme across whole University and publicise to all researchers	4	Executive Director of Human Resources / HR Manager	August 2010	Scheme currently being developed. Mentor training planned for 2010
6. Build career development strategy for researchers into organisational HR strategy	2,4	Head of Human Resources / Head of Research Services	June 2010	Underway

7.	Monitor and address the impact of University policies and practices on certain groups of research staff	6	Human Resources Manager	July 2010	To be developed
8.	Further extend our provision of opportunities/advice for career development and management	2,3,4	Careers	September 2010	
9.	Review and update researcher promotions criteria and procedures	1,2,3,6	Human Resources	June 2010	Under consideration by Core Executive
10.	Amend Academic Promotions criteria	2	Human Resources	June 2010	Under consideration by Core Executive
11.	Develop programme of HR training for all PIs with responsibility for staff	1,2,3,4,5,6	Human Resources/ Registry/Research Services	September 2010	Draft programme under discussion with a view to roll out from September
12.	Develop career framework for researchers	2,3,4	RSST, Human Resources (Reward)	August 2010	Underway
13.	Communicate and consult with research staff and managers on significant developments within the plan	1,2,3,4,5,6	Human Resources	Ongoing	Ongoing
14.	Provide quarterly progress reports to Research Committee	7	Human Resources (Ops)	Ongoing	Ongoing