The importance of research performance and the development of high quality researchers are fundamental to the development of Goldsmiths' Research Vision and Strategic Plan.

The following gap analysis was carried out by University wide consultation. It began after our initiation of the Concordat Implementation Group in 2010, and has been on-going at intervals since that time. The gap analysis was headed by the Research and Enterprise Office. The stakeholders involved in the construction of this document include the Pro warden for Research and Enterprise, members of academic and research staff (including members of the Concordat Implementation Group and Researcher Development Group); Director of Research Office, HR Managers (including the Staff Development Manager), Payroll and the Heads of the Careers Development Centre.

All of the above individuals were asked to comment on our position with regard to the Researchers' Concordat, and subsequently on drafts of an analysis document. This was an iterative and consultative process, which has resulted in the creation of the current document.

Individual membership within the key stakeholder groups is as follows:

Research and Enterprise Committee (REC): Full membership can be seen on the committee webpage.

Researcher Development Group (RDG; a subgroup within the REC): Ms Lynda Agili (Head of Research Office), Professor Les Back (Dean of the Graduate School), Professor Len Platt (Chair of Research Ethics Committee), Ms Rody Bristow-Jones (Staff Development Manager)

Concordat Implementation Group: Chair: Professor Jane Powell, Pro-Warden (Research & Enterprise); CIG Coordinator: Rody Bristow-Jones, Staff Development Manager; Lynda Agili, Head of Research Office; Professor Les Back, Dean of the Graduate School; Emmy Harrup, Research Office Secretary; Dr Karina Linnell, Lecturer, Psychology; Jessica Pavlos, Research & Knowledge Transfer Officer, BDO/RO; Dr Alison Rooke, Lecturer, CUCR; Marcia Williams, Equality & Diversity Advisor, HR; Dr Victoria Williamson, Strategic Researcher Development Concordat Officer, Research Office and Research Fellow, Psychology; Duncan Branley, IT Training & Information Officer; Vanessa Freeman, Careers Officer, UoL & Goldsmiths; Lesley Hewings, Head of Graduate School Office; Nadine Jarvis, Research Fellow, Design; Dr Francis Silkstone, Creative & Performing Arts Fellow, Music.

This document will be reviewed regularly via the Research and Enterprise Office, in collaboration with the above stakeholder groups. Specifically, the document will form part of the Research and Enterprise Committees annual review of strategy, which takes place in Autumn Term. We will also invite more general comment from our research community by placing the document on the research pages of the University's website. Review and maintenance of the gap analysis/adherence to the Researchers' Concordat will continue to form a part of the work plan for a number of different offices and departments, as detailed in the table below. The action plan is available to view at:
https://www.gold.ac.uk/media/Evidence%20of%20Compliance%20and%20proposed%20Action%20Plan%20for%20Goldsmiths%20Research%20Staff.pdf

Evidence of Compliance and proposed Action Plan for Goldsmiths Research Staff
Goldsmiths, University of London, June 2012

A. Recruitment and Selection					
Concordat Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.					
no	**Concordat Paragraph**	**Existing evidence of compliance**	**Actions required**	**Institutional Responsibility**	**Proposed Timeline**
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	Goldsmiths brings together researchers from a distinctive combination of the arts, humanities, social/life sciences and computing, and accords a high priority to stimulating research activity both within and between disciplines. The University is committed "...to ensure[ing] high-quality and innovative research across all areas of the College's provision" University's Research and Enterprise Strategy (2010-14). The Research and Enterprise Strategy (RES) sets out both the standards of excellence expected of all staff and the principles of support of staff in attaining that excellence. The principles of the RES are reinforced by the newly developed Code of Practice for the Career Management and Development of Research Staff ('hereafter 'Code of Practice'; http://www.gold.ac.uk/research/research-office/), the guiding principles of which include: 1) The College is committed to equality of opportunity and diversity, and operates a fair and effective selection policy that recruits the best researcher for the project (http://www.gold.ac.uk/equal-opportunities/equality-diversity/codeofpractice/).	The University will monitor closely the implementation of the Research and Enterprise Strategy. The University is in the processing of introducing the new Code of Practice across all departments and ensuring that each new member of research staff is aware of its principles.	Research and Enterprise Committee Human Resources; Internal Communications; Concordat Implementation Group (CIG)	Ongoing; to be reviewed once per year in the Autumn meeting of the committee Ongoing; Monitoring to be lead by the CIG and to be reviewed by them firstly in Spring of 2013.

| | | | 2) Researchers are supported to become adaptable and proactive in responding to today's global research environment.

These expectations of both these documents are reinforced through a number of means, which will be detailed in the following table. The Code of Practice is supported by checklists for both research managers and research staff: http://www.gold.ac.uk/research/research-office/

The Code of Practice and supporting checklists provide a key institutional context for the University's Professional Development Review (PDR) process, undertaken by all staff (see below, 2.1), and for regular individual development planning meetings that are focused on research. Information on the College's PDR policy is published online.

In addition, there are clear policies and guidance on the recruitment and selection of all roles in the University, including researcher staff.

The University also highlights significant research achievements, new appointees, and other research stories through its internal communications (http://www.gold.ac.uk/staff-news/) as well as through a new online initiative called 'Research Documentaries' | | | |
| 1.2 | Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be | Recruitment and selection: Goldsmiths is committed to recruiting researchers with appropriate expertise and experience which reflect the wider diverse and interdisciplinary community. Equality and transparency of opportunity are core values of the University, and | The University is in the process of reviewing its approach to recruitment and selection, to ensure that selection procedures are | Human Resources | Ongoing; Human Resources to report on progress to the |

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	recruitment and selection procedures are in place to appoint the most able and effective staff while ensuring that all individuals are treated with objective fairness and sensitivity (Recruitment and Selection Guidelines). The University runs training workshops intended to promote good practice in recruitment. Human Resources provide standardised guidelines for employment of research staff that include the requirement for research managers to provide detailed vacancy specifications in line with the paragraphs in 1.2. The University is a centre for the EU LifeLong Learning Erasmus programme, which aims to widen the student and staff experience through foreign exchange. Diversity and Equality: Goldsmiths is committed to providing an environment that recognises and values individual differences, capitalises on the strengths that those differences bring to the institution and supports all staff in maximising their potential to succeed. The University is also committed to fulfilling its obligations under equality legislation, as captured in Strategic Commitment 5,"To foster an environment committed to and supportive of diversity, the free exchange of ideas, tolerance and equal opportunities, and to work to raise aspirations and widen access to higher education in general and to the College in particular." (Diversity and Equality Strategic Aims and Code of Practice)	sufficiently robust and effective in attracting excellence. To ensure continuity in research careers, the University will consider developing better information for researchers about research careers and development opportunities, including improving communications regarding the Erasmus program.	Concordat Implementation Group; Researcher Development Group; Institutional coordinator of the Erasmus program	Research and Enterprise Committee in Autumn 2013. Ongoing; Monitoring to be lead by the CIG who will review progress at each meeting (3 times per year)

		Furthermore, the University employs and maintains a [race and equality action plan](#) that makes specific reference to both college policy and recruitment practices for research staff. It also provides one-on-one training opportunities in [equality and diversity.](#) In addition, the College has received 'Positive about Disability' Two Ticks accreditation from the Department for Work and Pensions for breaking down barriers that prevent disabled people from getting back into work. http://www.gold.ac.uk/news/homepage-news/title,23123,en.php	The University will raise awareness of training and development opportunities in recruitment practice and equality and diversity. Plans are also in place to set up new Equality and Diversity development activities over the coming academic year.	Human Resources: Staff Development; Equality and Diversity advisor	By end of 2013; Staff Development (E&D officer) to report on progress to the CIG in Autumn 2013
1.3	Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason	The University abides by the provisions of the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002, in ensuring equal treatment of those on fixed-term contracts compared with those on open ended contracts. Fixed-term contracts are used only where objectively justified (as outlined in the Code of Practice: http://www.gold.ac.uk/research/research-office/) The University provides training to research managers on [contract management,](#) in line with PRINCE2 qualifications. Managers also have access to [ongoing coaching from HR Managers](#) in the appropriate use and management of fixed term contracts	The University will continue monitoring the use of fixed-term contracts for Research Staff. The University is currently reviewing how best to articulate the appropriate use of fixed-term contracts in our existing relevant policies, in line with the new Code of Practice.	Human Resources Human Resources	Ongoing To report to CIG in Autumn meeting of 2013
1.4	To assure fairness, consistency and the best assessment of the candidates' potential,	All appointments of research staff are to be made in accordance with the University's Equal Opportunities Code of Practice (Diversity and Equality [Code of](#)	The University will continue monitoring the implementation of all	Human Resources	Ongoing. See 1.2 for details

	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	Practice), as well as in accordance with the management guidelines on recruitment procedures issued by HR. To assure fairness, consistency and the best assessment of the candidate's potential, the University has in place the following specific policies in addition to the Code of Practice referred to above: - Dignity at Work and Study Policy - Race Equality Scheme - Gender Equality Scheme - Disability Equality Policy The procedures are monitored by the equality and diversity committee and everyday practice is monitored by College Diversity Champions in each department The guidelines for recruiting academic staff stipulate that active measures be taken to ensure that selection committees consist of members of both gender. They also stipulate that members of recruitment and selection panels should have received relevant, recent training.	procedures on Diversity and Equality of Opportunity.		of monitoring.
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	The University has embraced the principles of the Framework Agreement and in 2007 rolled out a comprehensive role evaluation scheme (HERA). As a result the University created a grading structure, developed a range of role profiles and has established distinctive career paths, all with the eventual aim of providing research staff with greater clarity about the	The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.	Human Resources; Payroll; Concordat Implementation Group	CIG to drive this initiative and to report on progress by October 2013

		expectations of their post. The new Code of Practice details research staff job roles, which are already aligned with the Research Role Profiles that are used to assign salary grades within the HERA structure. All that remains is to align these roles directly to the salary scale structure.			

B. Recognition and Value

Concordat 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.

no	Concordat Paragraph	Existing evidence of compliance	Actions required	Institutional Lead	Proposed Timeline
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	In the 2011 CROS, 89.5% of Goldsmiths researchers felt they were equally treated to academic staff in terms of their contracts. Between 80 and 90% also felt they were treated equally in terms of staff visibility and opportunities to attend external events and training opportunities.	Continue monitoring the provision of development opportunities for all staff regardless of their being employed on fixed or permanent contracts 65% of staff felt they had equal access to training and development opportunities in College. This figure is below average (85.2%), a finding that will be addressed immediately by centralising online information about College training through the research office: http://www.gold.ac.uk/research/researchstaff/ The development of this site will be	Human Resources; Goldsmiths Learning Enhancement Unit Research and Enterprise Office: Staff Development (Human Resources); Researcher Development	Ongoing Staff Development to report on progress to RDG in Autumn 2013; RDG to report to REC if

	and systems	The University values and affords equal treatment to all researchers: The Code of Practice states that research staff are entitled to the same conditions of service as other academic-related staff.	promoted within College and the Staff Development Office will take a lead on promoting development opportunities to reseachers.	Group (RDG)	necessary.
		All researchers whose contract is over 12 months (100% of staff according to the 2011 CROS survey) are required to undertake a Professional Development Review (PDR), in line with other staff, as part of the new Code of Practice. This meeting provides an opportunity for a researcher to hold a dialogue with their research manager about the nature of their contribution to the project and the department, their ongoing plans (including longer-term career plans), and the development and support required to realise those plans.	The Code of Practice is currently being embedded within Goldsmiths practice as a tool for individual development in research staff. There is a need to ensure that all research managers are aware of their responsibility to offer this meeting. Analyse the results of CROS in the future, and refine the action plan accordingly.	Concordat Implementation Group Research and Enterprise Office; Reporting to CIG and REC	For Review twice per year in 2013, and thereafter 2013, within 6 months of the results being finalised, and biannually thereafter
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	The University abides by the provisions of the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002, in ensuring equal treatment of those on fixed-term contracts compared with those on other types of contract. We have detailed the appropriate conditions for the limited use of these contracts in the Code of Practice.	The University will continue monitoring the use of fixed term contracts for Research Staff.	Human Resources	Ongoing

	Regulations (2002) and Joint Negotiating Committee for Higher Education Staff guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations				
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. Institutions will wish to consider how research managers'	Research supervisors are required to provide career development guidance to staff as part of their annual PDR meetings. The responsibilities for researcher managers in this regard are outlined in the Code of Practice and supporting checklist documents.	The University will monitor and review related programmes to ensure that enhancement of existing practice in relation to researcher career development and supervision is relevant to the needs of researchers.	Concordat Implementation Group; Researcher Development Group	Ongoing; to be reviewed in the Spring and Autumn CIG meetings
		Research leadership style courses (i.e. coaching) have been previously provided by Goldsmiths Human Resources Staff Development. There are plans in place to put on similar Research Leadership courses in the next academic year.	Further support will be developed and offered to Principal Investigators/Research Managers and Mentors to establish a good practice baseline across Departments and research groups. This includes a series of modules in the support of research managers, which is currently in the development stages within Human Resources.	Staff Development (Human Resources)	Progress on development to be reported in Spring 2013 to RDG
		The University ran the PIRLS (PI and Research Leaders) survey in late 2011, and will be analysing the data to inform our ongoing action plan.	Analyse PIRLS 2011 and refine action plan in light of findings.	Research and Enterprise Office; Concordat	2013, within 6 months of the results being finalised, and

				Implementation Group;	biannually thereafter
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. 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	The identification and retention of researchers takes place through PDR, where research managers are responsible for updating research staff about the possibilities of continued or bridging funding where available and appropriate. The Code of Practice sets out guidelines and advice for research staff who are reaching the end of a fixed term contract.	The introduction of the Code of Practice across the College will be aligned with a focus on emphasising the responsibilities of research managers in terms of providing adequate provision of advice towards the end of a fixed term contract, including investigating the possibility of bridging funding or an extension of the researcher's current contract.	PIs and research managers	Ongoing – introduction of the Code of Practice, to be complete by end of year 2012
		The University is committed to the on-going employment of all of its employees as far as is reasonably practicable. However, it is recognised that the University does not currently have a redeployment policy and this is the subject of ongoing developments in Human Resources.	Develop better workforce planning, for the identification and retention of key researchers. HR is looking at developing systems to address this.	Human Resources	To report to REC in Autumn of 2013
2.5	Pay progression for researchers should be transparent and in accordance with procedures agreed	All categories of staff, including career researchers are progressed automatically in compliance with the HERA Framework Agreement (Further information at UCEA website)	Communicate the research career pathway and promotion procedures for researchers to researchers themselves, PIs, research managers, and Heads of Departments	Human Resources	Annually

	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					
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. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies	The PDR is the tool used to identify possible career development opportunities. PDR discussions should highlight all the options that exist for academic career opportunities. Research staff in the University have access to 'Internal Only' vacancies so have the fullest opportunity to access information about future promotion prospects within their department. The Research Office has developed a Researcher Development website that highlights Vitae's Researcher Development Framework and provides links to training opportunities that are relevant to its principles. http://www.gold.ac.uk/research/researchstaff/	Continue effectively to communicate development opportunities to Researchers, PIs, Department Heads and School Managers. The University is developing role expectations documentation on a dedicated website that will embrace the full range of academic career pathways open to researchers and provide access to relevant supportive tools and documents from organisations such as Vitae.	Staff Development (Human Resources): Human Resources: Internal communications Research and Enterprise Office; Concordat Implementation Group	Ongoing Research office to report to CIG by Spring 2013 on progress.

C. Support and Career Development

Concordat Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

no	Concordat Paragraph	Existing evidence of compliance	Actions required	Institutional Lead	Proposed Timeline
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	The University provides a number of different training opportunities through the Staff Development Program which are open to all research staff. Training and development opportunities are also available from other departments in the College including the Goldsmiths Learning Enhancement Unit (GLEU) and the Department of Professional and Community Education. Furthermore, research staff members, like all staff, are eligible to apply for discount on courses offered by college, where these are available.

The Research Office has developed a Researcher Development website that highlights Vitae's Researcher Development Framework and provides links to training opportunities that are relevant to its principles. http://www.gold.ac.uk/research/researchstaff/

All development programmes offered to University researchers are currently under review to make them compatible with the Researcher Development Framework (RDF) developed by Vitae. | Monitor training and development provided by Human Resources, GLEU and other providers to ensure it meets the needs of researchers.

Develop the new Researcher Career Development website so it maps onto current development themes and existing processes within Goldsmiths (following release of new RDF guidelines and online tool at the end of 2012).

Analyse CROS 2011 for feedback on PDR | Research and Enterprise Office; Staff Development (Human Resources); Researcher Development Group

Research and Enterprise Office Concordat Implementation Group;

Research and Enterprise Office; Staff | Ongoing; to be monitored by RDG (reporting to REC) at least twice per year

2012-2013, depending on release of Vitae software.

See 2.1 for details of monitoring |

						Development	CROS results.
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 PDR provides a forum for the discussion of career plans and the identification of required development needs. One-to-one specialist career advice is available to all researchers. Training sessions are organised to offer support researchers in exploring career opportunities outside academia.	Ensure that all new research staff receive the Code of Practice and are aware of their rights and responsibilities regarding PDR	Human Resources; Staff Development (Human Resources)	Both Ongoing
		The GLEU provides an accredited course in learning and teaching in Higher Education (in line with the Higher Education Academy) which offers researcher staff the opportunity to develop teaching related skills. In 2013 the Goldsmiths Graduate School plan to roll out a new Certificate in Academic Practice for early career researcher, based on a successful program that currently runs only for PhD students. The course will offer a wide range of development opportunities in skills that relate to academia.	Support PIs in management of research staff, realistically managing the expectations of researchers and offering career support within or outside academia.	Staff Development (Human Resources)	By October 2013
		Goldsmiths offers a variety of discipline specific investment in the development of broad career paths for contract staff that fall in line with those opportunities available to all staff and which reflect the diversity of our discipline base. To give some examples, the Art department fosters a spirit of shared practice and development through active collaboration in art and curating events both within college and in the public	Monitor take up of the CAP course amongst early career researchers	Graduate School: Concordat Implementation Group; Staff Development (Human	CIG to review at the end of the first academic year (2013)

		domain (e.g. the Tate Gallery). The Psychology department has offered scientific research experience in partnership with advertising agencies, educational services, manufacturers, and digital consumer industries (http://www.gold.ac.uk/i2/). The Music department offers discipline relevant study days and concerts, including community events at locations like the Southbank. And the Theatre department offers performance platforms and research seminars, and a public interview series with leading professionals in the discipline (e.g. directors).		Resources)	
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	The PDR provides a forum for the discussion of career personal development requirements including professionally relevant training.

Research staff in some departments (e.g. Psychology, History) have a dedicated internal Virtual Learning sites and other social media initiatives (e.g. Facebook pages in the Music department) that mail out regular staff development opportunities that are discipline specific but that also promote generic skills such as communication.

One to one career advice is available to all researchers.

The project managers programme, part of the leadership development strategy in the University, supports research leaders to in the development of transferrable skills in members of their teams.

In 2012 the Psychology department will put on a HEA sponsored training working (http://heagoldsmiths.eventbrite.com/) to develop teaching and learning skills in Early Career Researchers. | Analyse data from CROS 2011 to inform University practice in supporting Research Staff.

Investigate the possibility of developing similar virtual forums for research staff across as many departments in the University as possible.

Monitor success of discipline training workshops and evaluate potential for transfer/ adaptation to other departments | Concordat Implementation Group

Research and Enterprise Office; Concordat Implementation Group

Concordat Implementation Group; Staff Development (Human | See 2.1 for details of monitoring CROS results.

2013

CIG to discuss in Summer 2013 |

		This report will be widely reported through the University and departments will be encouraged to provide similar events. See 3.2 for details of discipline specific development opportunities that support diverse professions. To give additional examples, the Art department hosts 'research funding surgeries' on a regular basis where staff can get access to expert advice and ideas regarding planned applications for a variety of funders including charities, FEC and Arts Council grants. The Theatre department also hosts performance forums for practitioners and platforms for new writing, both in the theatre and studio on site and at external locations within London. Design hosts 'At home' days (a variant on staff away days) which focus on staff development activities, and which alternate between research focused activities and learning and teaching development.		Resources)	
3.5	Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies 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	The PDR provides a tool for the discussion of career plans and the identification of required development needs. The proposed development of a specific centralised online site within the Research and Enterprise office that details Research Development program (see 3.1) will aim to make information already available to all staff more accessible and relevant to research staff Goldsmiths is in the process of planning an online interactive development tool that will follow the Research Development Framework provided by Vitae. We are awaiting news of Vitae's developments to their Personal Development Planner in order to make sure we	Monitor implementation of PDR responses from research staff to inform future development plans. See 3.1 Monitor feedback from Vitae and assess the new PDP tool when it is released in late 2012	Human Resources; Concordat Implementation Group Research and Enterprise Office: Concordat	Human resources to report to CIG in Autumn 2013 See 3.1

		provide integrated and supportive systems that are aligned with this project. See information in 3.2 and 3.3		Implementation Group; Staff Development (Human Resources)	
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. They should also ensure that research managers provide effective environments for the training and development of researchers and encourage them to maintain or start their CPD	The University provides biannual induction for all staff across College and all researchers are invited. The IT services also offer an online induction which covers a number of the computing services. The library also offers online inductions in the form of podcasts. Local induction initiatives are implemented, but are currently uneven in quality. The CROS survey indicates that 50% of current research staff are offered a department induction. One good example is the Department of English and Comparative Literature, which offers a program of departmental induction meetings (e.g. with HoD and Dept Administrator) and a course of 5 induction sessions for anyone involved in tutoring. The different department strategies have been documented through the mapping and gapping exercise and will form the basis for an investigation into developing a college-wide system As part of the new Code of Practice all researchers are required to have an initial PDR meeting with their research manager in which their development needs are assessed, and in which they are encouraged to take advantage of available PD opportunities.	Monitor the effectiveness of induction at all levels Explore the possibility of developing a central induction program or policy that can be adapted to each department Provide support to PIs to engage productively (and at an early stage) with new researchers	Human Resources Concordat Implementation Group; Human Resources Staff Development (Human Resources)	Bi-annual report on feedback from induction event to be provided by Staff Development to CIG Report to CIG on progress in Spring 2013

3.8	Employers also should provide a specific 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	Local induction initiatives regarding mentoring within departments are implemented, but are currently uneven in quality. The different strategies employed have been documented through the mapping and gapping exercise. For example, Sociology is based on a series of research centres and the director or co-director of each department acts as mentor for each incoming researcher within that centre. Psychology has a central department and one individual has a role as Early Career Mentor for all incoming researchers. This type of information will form the basis for an investigation into developing a college-wide system of support. The PDR provides a tool for the discussion of career plans and the identification of required development needs.	Explore the possibility of developing a central induction program or policy that can be adapted to each department See 3.2 (Action) Athena Swan: Goldsmiths is investigating the possibility of applying for this award in 2013 in order to support the ongoing development of women in terms of recruitment, retention, progression, mentoring, engagement and well being.	Human Resources; Concordat Implementation Group Human Resources; Concordat Implementation Group	2013 To be discussed in meeting of Summer 2013
3.9	Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity, so far as is possible within the project	The annual PDR offers this opportunity. All departments currently encourage staff to take part in the program of centralised CPD opportunities offered by college. The new Code of Practice sets a suggested minimum training and development allowance (i.e. in days) for research staff, which research managers are expected to build into funding applications Where possible, individual departments also offer small funds for research projects as a form of CPD activity. In particular, Art offers an annual research support fund where distribution across all staff is balanced between low and high key projects. History offers an annual conference presentation fund of £800 which is available to all staff. Music offers both a research fund of £300 per	Monitor effectiveness of PDR and analyse data collected.	Human Resources; Staff Development (Human Resources)	See 3.5 for action timetable

		year for research related activity (open to all staff and students) and a staff development budget, which is open to contract researchers. Design offers 'Cultivation grants' that allow staff at all level to apply for funds to support research priming projects. See section 2.3 for details on planned development for Research Manager CPD within Human Resources			

C. Support and Career Development (continued...)

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

no	Concordat Paragraph	Existing evidence of compliance	Actions required	Institutional Lead	Proposed Timeline
4.10	Researchers should be empowered by having a realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices	The annual PDR offers an opportunity for an informed and constructive dialogue on both the nature of the staff member's contribution, and his/her career plans. See information in 3.5.	Monitor effectiveness of PDR and analyse data collected from PDR, CROS 2011 and staff survey.	Human Resources; Staff Development Concordat Implementation Group	See 2.1 and 2.3 for action timetable
4.11	Employers will wish to ensure that developmental 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	The GLEU provides a nationally accredited course in learning and teaching in Higher Education (accredited by the Higher Education Academy) which offers researcher staff the opportunity to develop teaching related skills. All other accredited learning and teaching courses provided by Goldsmiths can be attended as part of CPD provision Goldsmiths Human Resources training and development activities frequently employs external consultants to provide training courses in CPD, including courses in	Evaluate the effectiveness of training provision in this area regularly. Seek evidence that demonstrates impact on career development of research staff	GLEU; Research and Enterprise Office	GLEU to be asked for report to CIG in 2013

		possible.	Health and Safety and Project Management. http://www.gold.ac.uk/staff-development/staffdevelopmentbulletins/staffdevelopmentbulletinjune2012/ Human Resources also offer a regular staff development bulletins, which are emailed directly to all staff and contain information about in-house development opportunities that are open to research staff: http://www.gold.ac.uk/staff-development/staffdevelopmentbulletinmarch2012/ Individual departments offer discipline specific CPD activities. For example, Sociology has an active ESRC Methods Lab where research staff can learn about new and innovative methods in the social sciences. In 2012 Psychology will offer an HEA sponsored event for developing teaching and learning skills in psychology. Theatre offers the opportunity for all staff to undertake public performance which is open to the public.	Staff Development will continue to monitor discipline specific development opportunities and offer supportive funding where possible	Staff Development (Human Resources)	See 2.1 and 2.3 for proposed report timetable to CIG & RDG (and to REC if necessary)
4.12	Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development;	See information in 4.11 Individual departments offer discipline specific teaching and demonstration opportunities in the form of VT contracts. These are offered wherever possible to research staff (i.e. when it is within the remit of the research contract) Many of the departments in Goldsmiths offer demonstration activities that promote the development of discipline specific skills for all staff, including Art shows and events, Sociology methods labs, Psychology research days, Popular Music seminars, and Media seminar series.	.		

4.13	Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees	Research staff have been actively consulted in the development of the University's Strategic Plan and in a recent strategic review (G2015; not currently available online). Research staff are represented on management level committees in all departments surveyed at Goldsmiths, where they are currently represented (i.e. several departments currently have no research staff). According to the CROS survey 52.6% of researchers feel they have equal standing compared to academic colleagues in terms of taking part in decision-making processes; communication between research staff reps and their colleagues could be improved in this regard The Concordat Implementation Group (including representation from research staff) will implement and monitor the requirement for all departments to bring forward proposals for enhanced representation and integration of research staff.	Analyse CROS in future years to inform ongoing action plan to include research staff representation at committee level.	Concordat Implementation Group	See 2.1
4.14	Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement	The University's Research Strategy and Code of Practice requires all researchers to develop clear short and longer-term career plans which form the basis of discussion at regular individual research planning meetings. The implementation of individual research planning and departmental mentoring is underway in some areas and although many departments already offering mentoring schemes (Media and Communications, History, English and Comparative Literature, Psychology, PACE and Sociology) it is accepted that practice is uneven at present. It is anticipated that the introduction of the Code of Practice will address this issue.	The new Code of Practice lays out the responsibility for departments to provide adequate mentoring arrangements where possible.	Human Resources; Research and Enterprise Office	See 1.1

D. Researchers' Responsibilities

Concordat Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

no	Concordat Paragraph	Existing evidence of compliance	Actions required	Institutional Lead	Proposed Timeline
5.1	Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers	See information in 3.5 for PDR.	Monitor implementation of revised PDR	Human Resources	See 3.5
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	The University has established an Enterprise Office, a centre of specialist expertise, focused on meeting the requirements of business, industry and public sector organisations. The centre also offers a consultancy service whereby researchers can learn to exploit their knowledge in the commercial domain. An example of successful output would be the Goldsmiths/BAA Expo Award. The University also has a dedicated member Enterprise team who specialises in helping researchers to develop Knowledge Exchange (KE) Schemes in collaboration with business, charities and local government agencies. There is dedicated online guidance available for researchers to help with planning KE funding applications.	Encourage research staff to engage with business and knowledge exchange initiatives.	Enterprise Office; Research and Enterprise Office	Enterprise office to report to CIG at each meeting
5.3	Researchers should recognise their responsibility to conduct and disseminate research results	The University is committed to maintaining high ethical standards in the research undertaken by its staff and students (Ethics Policy). The University also	Offer support and relevant training on research ethics. Review practices followed by relevant	Human Resources	Ongoing

| | | provides [funder specific ethical guidance](#) where possible.

The place and potential of Goldsmiths research in the wider body of public knowledge is acknowledged in the [Research Strategy document](#) and the impact on research staff of this policy is clear as 83% feel they are contributing to world leading research.

The [Research and Enterprise Office](#) have developed a series of [strategies and policies](#) that promote good academic and scientific practice, which are available to all staff. | sub-committees. | | |
|---|---|---|---|---|---|
| 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 | Research role expectations are documented in the new Code of Practice, which also outlines role progression through all stages of research career at Goldsmiths. The PDR meeting offers an opportunity to discuss the development of new skills and achievements that promote advancement within the researchers chosen career path.

Career guidance for those wishing to move into a role outside to the typical progression in a research role is available from the Careers Service (see 1.2). | Monitor implementation through CROS, PDR outputs, and Staff Survey. | Human Resources; Staff Development (Human Resources); Concordat Implementation Group | See 2.1 and 2.3 |
| 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 | The new Code of Practice clarifies the researchers' responsibility in terms of managing and pursuing their career. Through this document the Concordat Implementation Group have introduced a minimum entitlement to training and development for all research staff.

The PDR process is an opportunity for a constructive dialogue with every researcher on their career and | Continue monitoring the effectiveness of development provision for research staff. Implement minimum entitlement to training for all research staff. | Human Resources; Staff Development Office | See 2.1 and 2.3 |

	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.	development needs. A range of development opportunities and support services are in place for Research staff. The existing support is regularly reviewed and research staff are invited to offer feedback on every training course and to make suggestions for improvement where necessary (including through their representation on the Concordat Implementation Group). A list of suggested training and development activities for ECRs has been developed during this exercise through discussion with the different departments and will be fed back to Human Resources.	Review suggested training and development activities and where possible integrate into future timetable	Staff Development (Human Resources)	See 2.1 and 2.3
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 PDP and CPD activities, a log of which may be presented to current and future employers as appropriate	Researchers in many departments are required to maintain records of their CPD activities for discussion as part of their PDR, however it is acknowledged that this is not a College-wide practice. The new Checklists for Researchers and Research Managers (http://www.gold.ac.uk/research/research-office/) that support the Code of Practice emphasise the need for Researchers to monitor their own CPD and CPD records. The new Researcher Career Development website within the Research Office emphasises the requirement for researchers to monitor their own professional development along the lines of the Vitae Researcher Development Framework.	Implement regular PDR for all research staff, including an emphasis on record keeping of CPD. It is expected that this can be aligned to the new Vitae PDP tool, due to be published at the end of 2012	Human Resources; Staff Development (Human Resources)	See 2.6 and 3.1

E. Diversity and Equality

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

no	Concordat Paragraph	Existing evidence of compliance	Actions required	Institutional Lead	Proposed Timeline
6.1	The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion.	See information in 1.2 and 1.4 for Equality and Diversity of Opportunity policy	Monitor the implementation of all procedures on Diversity and Equality of Opportunity	Human Resources	Ongoing; Equality and Diversity Advisor to report to CIG at each meeting (maximum 3 times per year).
6.2 and 6.3	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	This is a requirement in the University, see information in 1.2	Monitor the implementation of all procedures on Diversity and Equality of Opportunity	Human Resources	Ongoing; Equality and Diversity Advisor to report to CIG at each meeting (maximum 3 times per year).
6.4	Employers should ensure that the working conditions for researchers provide the	The University recognises that research staff have outside commitments and is continually striving to improve work-life balance. There are a number of clear	Monitor the implementation of all procedures on Diversity and	Human Resources	Ongoing, Equality and Diversity

	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.	policies in place to support parents (including their financial rights in terms of work leave) as well as a number of support schemes including access to child care vouchers. Equality procedures are in place to ensure that no member of staff (including research staff) is treated differently as a result of a break in service due to family commitments (see 1.2)	Equality of Opportunity Ensure that new researchers are aware of relevant policies and processes and are enabled to raise concerns	Human Resources	Advisor to report to CIG at each meeting (maximum 3 times per year).
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 has always been carried out in a particular way, it cannot be done differently	See information in 6.4	Monitor the implementation of all procedures on Diversity and Equality of Opportunity	Human Resources	Ongoing, Equality and Diversity Advisor to report to CIG at each meeting (maximum 3 times per year).
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	The University is fully compliant in this regard. Where funding from external sources does not include provision for additional costs incurred as a result of diversity and equality legislation, the University will make necessary arrangements to ensure the appropriateness of the provision required.		Head of Research Policy	Ongoing

	and duration of grant to cover paternity and adoptive leave as well as maternity leave	See information in 6.4.		Human Resources	
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.	See information in 1.2 and 1.4	Monitor the implementation of all procedures on Diversity and Equality of Opportunity	Human Resources	Equality and Diversity Advisor to report to CIG at each meeting (maximum 3 times per year).
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.	The University makes reasonable adjustments to meet the needs of employees wherever possible. See information in 6.4.	Monitor the implementation of all procedures on Diversity and Equality of Opportunity	Human Resources	Equality and Diversity Advisor to report to CIG at each meeting (maximum 3 times per year).
6.9	All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be	Relevant policies and guidance are in place to ensure that adequate support and information is in place to monitor practice this area (further information). An Equality and Diversity committee is in place to	Monitor the implementation of all procedures on Diversity and Equality of Opportunity	Human Resources	Equality and Diversity Advisor to report to CIG at each

no	Concordat Paragraph	Existing evidence of compliance	Actions required	Institutional Lead	Proposed Timeline
	reported and addressed without adversely affecting the careers of innocent parties	ensure that the above measures an implemented.			meeting (maximum 3 times per year).
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	The University is actively engaged in reviewing the possibility to apply to join the Athena SWAN awards. See 3.8 Goldsmiths has no physics department so is not eligible to enter the Juno Project	Monitor the implementation of all procedures on Diversity and Equality of Opportunity Continue to seek out opportunities to engage in external Equality and Diversity schemes where appropriate to Goldsmiths departments.	Human Resources Research and Enterprise Office; Department Research Heads	Equality and Diversity Advisor to report to CIG at each meeting (maximum 3 times per year).

F. Implementation and Review

Concordat 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.

no	Concordat Paragraph	Existing evidence of compliance	Actions required	Institutional Lead	Proposed Timeline
7.1	The implementation of the Concordat's principles will lead to greater integration of researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to	The University established a Concordat Implementation Group in 2010 (see introduction to this document), to review all aspects of the University's compliance with the Concordat principles. The group also has responsibility for engaging in national developments, debates and initiatives in relation to the Concordat (including involvement with Vitae) and the support and development of researchers	Concordat Implementation Group to engage in national developments and Vitae events	Concordat Implementation Group	Ongoing

	reviewing its progress.				
7.3	The signatory funders will ensure that their terms and conditions of, for example, project grants include the expectation that the Research Organisations that they fund will adopt the principles of the revised Concordat	See 7.1			
7.4	The signatories recognise the value of innovation in practices and of sharing practice between institutions and aim to promote these throughout the implementation and review process. The funding signatories will consider aligning their support for transferable and career development skills. 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	The Concordat Implementation Group provides a means by which Goldsmiths can engage key stakeholders' (including research staff) in initiatives to monitor progress and adoption of effective and relevant good practice.	The Concordat Implementation Group to continue monitoring developments in sector and engage productively for the benefit of research staff The CIG will aim to arrange an annual meeting open to all research staff to gain feedback on the implementation of the Concordat Goldsmiths programs and training courses will contribute to the Vitae Database of Practice, the Vitae Conference and Vitae Policy Forum.	Concordat Implementation Group Concordat Implementation Group	Once per year in the Autumn review. 2012-2013

	partnerships between funders				
7.5	Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the co-ordination and enhancement of existing information collection and not on the creation of additional data.	The University collects data on staff on the following equality strands – age, gender, disability, race, religion and belief, sexual orientation. We use this data to inform our Diversity and Equality action plans and it is available as management information to support all policy development.	Monitor the implementation of all procedures on Diversity and Equality of Opportunity	Human Resources; Research and Enterprise Office	Equality and Diversity Advisor to report to CIG at each meeting (maximum 3 times per year).