INTRODUCTION
This workbook consists of 4 tabbed worksheets describing the actions Goldsmiths is taking to implement the 7 principles of the Concordat to support the career development of researchers, and the management of that implementation by the Concordat Implementation Group (CIG) in partnership with other departments and professional services teams.

APPROACH IN 2016-18
In all, CIG will manage 32 active actions in 2016-18.
We have prioritised 4 actions for the period 2016-2018 relating primarily to the development of systems that support researchers on an individual basis; these are described in Sheet 2, “Priority Actions”. However, we have 14 incomplete actions from current plans and 18 actions, now practice, that require monitoring to ensure progress continues.

Sheet 1, “Actions 1-33: review of progress and current status” describes the 33 actions have been planned from our initial application in 2012 and the progress made towards achieving each. This actions list is reviewed at each CIG meeting.

Sheet 2, “Priority Actions” describes the 4 actions given priority in the action plan for 2016-18.

Sheet 3, “Summary of Actions organised by Concordat Principle” sets the actions out against the descriptions of the Concordat Principles they are designed to address and is a check that all principles are being addressed.

Sheet 4, “CIG Membership, 2012-18” lists the 34 members who have contributed to the report and plan being submitted. The Group was first established in 2010 and its membership has varied, and continues to change, according to the needs of the plan.
University will closely monitor particular aspects of the Research & Enterprise strategy. The planned Researcher Development Programme (being announced by RO in Spring 2017) will assist in workforce planning. The HR/Payroll System, to be launched July 2015, has involved consulting with academic departments to determine their Management Information needs specifically in relation to workforce planning. Human Resources will continue to help Goldsmiths develop a systematic workforce planning approach. This will be achieved by building a pipeline for progression and more structured succession planning around a sustainable demographic profile. Current development of the new HR/Payroll system, to be launched July 2015, has involved consulting with academic departments to determine their Management Information needs specifically in relation to workforce planning. Launch of the HR/Payroll System in September 2015. Success will be measured by the feedback received from key stakeholders, and regular reviews of the system to ensure it meets the needs of the University.

**Objective:** The university is able to retain talented researchers who are identified as key contributors to the research culture for longer periods of time (being mindful that mobility between institutions is desirable to some extent)

**Success measure:** HR/Payroll departments will identify funds for funding between departments to provide matched funding, or to provide matched funding with a central scheme to retain talented researchers.

**Evidence of success:** Responses from surveys, including CROS and PIRLS, from meetings with researchers and with associated committees continue to require coordination at all levels, of which management information demonstrates lower proportion of short-term FTCs issued.

**Actions:**

- Action 11: Develop better workforce planning, for the identification and retention of key researchers
- Action 12: Strengthen the support pipeline.

### Management & Implementation

- Development of a formal Researcher Development Committee within the Academic Committee structure, reporting to REC.
- CIG to collate data from REC minutes and supporting papers, such as Graduate School, Concordat Implementation Group and Research Office.
- CIG to request Departmental Business Managers annually to provide data on key researchers.
- Regular ECR representation in groups directly involved in researcher development, eg Graduate School Board, departmental committees, SMT and on higher level committees.
- ECRs and Senior Personnel discuss success and current concerns at research related Committee.
- Responses from surveys, including CROS and PIRLS, from meetings with researchers and with associated committees continue to require coordination at all levels, of which management information demonstrates lower proportion of short-term FTCs issued.

**Objective:** The university is able to retain talented researchers who are identified as key contributors to the research culture for longer periods of time (being mindful that mobility between institutions is desirable to some extent)

**Success measure:** At least one ECR is appointed as a member of a formal research related Committee.

**Evidence of success:** Minutes are available at: http://www.gold.ac.uk/governance/committees/.

### CONCORDAT PRINCIPLE & MANAGEMENT & IMPLEMENTATION

**School No.**

<table>
<thead>
<tr>
<th>Description of action, success measure(s) and evidence</th>
<th>Measurement/success measure - added to plan March 2017</th>
<th>Status of action/Target date</th>
<th>Description of updates on actions/further information</th>
<th>Responsible Group(s)</th>
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**Success measure:** At least one ECR is appointed as a member of a formal research related Committee.

**Evidence of success:** Minutes are available at: http://www.gold.ac.uk/governance/committees/
The University established a Concordat Implementation Group (CIG) in 2010. The group has responsibility for managing the development, implementation and evaluation of the Concordat including engagement with ECR and the support and development of researchers. CIG meetings are held termly before Research & Enterprise Committee (REC) meetings, in which they can be escalated/reported to the parent committee efficiently.

CIG membership from 2012 is shown in worksheet 1 and on the Researcher Development website to indicate:

- Membership: The Group has regular access to the Group's website to monitor both usage of the logo and attendance at events.
- Action: The progress on the Concordat's implementation and report to the parent Committee, ensuring that the needs of researchers in our community are met.
- Evidence: The website is updated regularly with new information on researcher development and support.
- Objectives: To ensure that CIG's work is known and understood by the University community.
- Practice: To ensure a broad range of views on the needs of researchers are captured and acted upon.

The CIG meets termly to discuss and implement the following actions:

2. Evaluate the success of implementation in CIG meetings during 2016/18.
4. Evidence: Work undertaken by the CIG.
5. Evidence: Work undertaken by the CIG.
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The current development of the Researchers Development programme by RO may provide development of a specific identity for the programme and the CIG. To ensure the programme is successful, the CIG will monitor and update the progress of the programme.

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Recruitment & Selection

University is proceeding with the new order of practice across all departments and ensuring that each line of research and developer staff/position (development implementation group) benefits will maintain progress and reveal code in line with HR and various parties, as required changes in the University on Management Recruitment, good practice in the sector, and in response to evidence from HR, development, and recruitment, that can be effective. [3.2]

Research strategies and research for internal reasons of the code as an essential tool.

Objective: Code of Practice is co-ordinated and actively used in recruitment for excellence in the public sector.

Success measure: All members will be in possession of the Code of Practice. The HR will be advised with questionnaires to the focus group such as in the research survey.

Action: In line to the Code of Practice will be included within the respective questionnaires to the research survey to ensure that every copy of the Code of Practice is also included with the new employee appointment pack in addition to distribution by the Research Finance Team for new principal investigators [P].

Evidence of success: With Code of Practice to ensure conscious with all code of practice. Any appeal because in university HR jobs, and if necessary, internal data will be sent in line for problem section 2017/18. HR as Goldsmiths is making an internal code of practice that can be attached to a new employee appointment pack in addition to distribution by the Research Finance Team for new principal investigators [P].

Step 1: 2013/14:

Recruiters will be part of this action to ensure that the provision remains current and activities (eligible after 3 yrs' service and for periods from 3 months to a year).

Success measure: The provision for staff working off-site, those dealing with sensitive materials, and other specific needs as they arise. This will include consideration of provision for staff working off-site, those dealing with sensitive materials, and other specific needs as they arise.

Evidence of success: Results from CROS (enhanced by benchmarking options for UK-wide and etc) and publishing companies (such as Taylor & Francis, Assistsnce Programme) and offers from funding organisations (such as RCUK, ERC, Wellcome, etc). The university has an annual subscriptions to ResearchProfessional and Vitae that all members of Goldsmiths with a Goldsmiths log-in can access to research funding opportunities and the research environment.

Step 2: 2014/15:

Outsight Insight (2) Results from CROS (enhanced by benchmarking options for UK-wide and etc). Funding schemes/research leader.

Success measure: Data will demonstrate that the range of applicants exceed the diversity range of the sector norms supported by processes that will ensure there are no barriers to appointment.

Evidence of success: HR to take Staff Development team in HR to provide data about staff attendance at Recruitment and Training, and recruitment/selection guidance. This will be ensured to be made available to the institution on Management Recruitment, in line with the Code of Practice and in addition to distribution by the Research Finance Team for new principal investigators [P].

Step 3: 2015/16:

Evidence of success: CIG to ask Staff Development team in HR to provide data about staff attendance at Recruitment and Training and recruitment/selection guidance as part of Sustaining Goldsmiths initiative.


Evidence of success: People Management” is a specific workstream in the “Sustaining Goldsmiths” scheme, led by Kath Clarke, Director of HR; aiming to “look at ways to improve our staff recruitment processes to ensure that Goldsmiths continues to recruit and retain the best person for the job.” There is an ongoing programme of continuous improvement for Recruitment and Selection practices.
CROS is a valuable local and national indicator of researchers’ views of working in the sector and see above
2014/15: Further support measures will be developed and offered to PIs/Research Managers and mentors
This includes a series of modules in support of research managers which is currently in the development stages within HR (2012 - action from original plan) into a range of Leadership development sessions.

These will be reported in E&D advisor’s annual update to CIG.

Completed: January 2015

The university will strive towards aligning the newly created research staff grade structure and
monitor the use of fixed-term contracts [FTC] for research staff.

Evidence
Objective: To ensure fixed term appointments are made under necessary
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Elements of the CIG strategy include:

(3) The ‘Valuing Diversity Programme’ - a series of learning and development opportunities in subjects related to Equality and
Inclusion to be delivered by the 15th of March 2016, Area to report annually to CIG on an agenda basis on E&D issues rather than attend all meetings.

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The University is developing role expectations documentation on a dedicated website, see above.

In 2013, the Graduate School plans to roll-out a new Certificate in Academic Practice programme.

Objective: Develop a dedicated website to promote academic skills aligned to the RDF with the option to download the career book.

Evidence: Website analytics demonstrate that over 45% of researchers have engaged with the RDF.

Success measure: Case for investment in a career pathway framework.

Case for investment in a career pathway framework.

Objective: To equip researchers with practical working skills to enable them to progress in academic and research positions.

Evidence: Success measure: 70% of applicants are awarded a place.

Evidence: Survey/ focus group rating of satisfaction with CAP and ease of being allocated a place on programme.

Evidence: In progress (March 2015)

October 2015: The WP Planner was reviewed by Professor Atau Tanaka’s research group in Computing (Prof Tanaka is a member of the Research & Enterprise Committee, and developing virtual forums for as many staff as possible.

Evidence: Participation in on-line sessions during 2015-16: 60% engaged in 2015-16; 63% in 2016-17.

Objective: The aim of the on-line sessions is to provide a better fit (no further action planned in current period).

Evidence: All concerns raised are addressed and documented by cross questions and three groups.

Evidence: Incomplete/ in progress

Senior & Career Development

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Senior & Career Development

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Monitor the effectiveness of induction at all levels and explore the possibility of developing a Funding Competition (pilot) for researcher networking/career enhancement projects.

Funding Competition:
- Source of funds suggests that the departmental inductions and Warden’s welcome event, including knowledge/feedback exchange, are effective for new starters to be attended (80% and 87% respectively).
- Develop a report to recommend how feedback from the event is used and if this is useful.

Objective:
- New PDR form: An improved PDR form has been developed and piloted with positive feedback from those who used it.
- Communication of site: Given that the site contains links to external sites (such as University of Manchester’s Academic Career, Vitae) which have excellent resources designed for researchers, it is expected that information will be on the site.
- Implementing site: A further £4,500 was awarded by REC in March 2016. Total fund: £6,000.
- Evidence:
  - (a) Confirmation of submission of application to Athena SWAN in April 2017.
  - (b) Applications and reports of actions provide evidence of activity and efficacy of grants.

Evidence:
- (a) submissions by the administration of PDRs and development of PDR policy.
- (b) Application forms received and distribution given: Applications to be assessed as part of next meeting in Feb 2016.
- (4) E&D advisor to report progress to CIG via attendance at meetings or email update.

Success Measure:
- (1) AS Self-Assessment Group met on 2/12/15 and 21/1/16 with further meetings on 22/3/16 and 11/5/16; planned application in 2016.
- (2) Stonewall: Anna is working with different stakeholders to encourage use of the Stonewall Diversity Champions Programme logo.
- (3) Visual identity was launched at the annual researchers’ day, 13 May 2016;
- (4) E&D advisor to report progress to CIG at all meetings in 2016.
- (5) Workshop to be hosted in Feb 2017 by colleagues for the Slovenian team leading the EU-funded “Garcia” (“Gendering the Academic Worlds and University of the Slovenian Academy of Sciences and Arts in Slovenia.”)

(2) Workshop to be hosted in Feb 2017 by Goldsmiths for the Slovenian team leading the EU-funded “Garcia” (“Gendering the Academic Worlds and University of the Slovenian Academy of Sciences and Arts in Slovenia.”)

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Researchers and Responsibilities

1. Researchers’ Responsibilities

Objectives: To ensure good research practices.

Success Measure: University-wide mentoring scheme available to ECRs; participation rate of greater than 50% by 2020.

Actions:
- Maintain database of mentors/mentees and mentoring relationships.
- Coordinate regular training sessions for new mentors.
- Maintain a website for mentors and mentees.
- Provide mentoring opportunities at departmental meetings.
- Produce a series of guidelines and case studies.
- Update information on website.
- Monitor participation rate at end of 2017/18 session; evidence: programme events in schedule and take-up.

Success measures:
- Number of active mentors and mentees.
- Percentage of researchers participating.
- Feedback from mentees.

2. Researchers’ Responsibilities

Objectives: To develop career pathways for researchers.

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- Percentage of researchers participating.
- Feedback from mentees.

Departmental contacts for Integrity in June 2016. An event for these new contacts has been planned in autumn 2016.

Research Policy will oversee this area and chair the Research Ethics and Integrity Sub Committee (REISC) that manages the University-wide mentoring scheme available to ECRs and supports their development through running mentoring sessions.

The REO will provide departments with models for setting up their own DREISCs and support their development through running mentoring sessions and workshops.

In 2016/17:
- Dr Caspar Addyman, Andrew Gray held a free one-day event, funded by Dr Addyman’s British Academy Rising Star Grant, entitled ‘Researcher Development: a celebration of early career researchers’.
- The event had over 150 attendees from across the University.
- The event was well attended and provided a platform for ECRs to network and share ideas.
- The event was also a good opportunity for departments to discuss their own research development plans with the REO.

In 2015/16:
- Andrew Gray ran sessions on digital profile building on 11 May in the Graduate Festival in May 2016; additionally, "The Digital Researcher: how to stand out in your research" was held in the Graduate Festival.
- The event included presentations from ECRs on their research and digital presence, as well as workshops on digital profile building.
- The event was well attended and provided a platform for ECRs to network and share ideas.
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Researchers’ Responsibilities

Objectives: To ensure good research practices.

Success Measure: University-wide mentoring scheme available to ECRs; participation rate of greater than 50% by 2020.

Actions:
- Maintain database of mentors/mentees and mentoring relationships.
- Coordinate regular training sessions for new mentors.
- Maintain a website for mentors and mentees.
- Provide mentoring opportunities at departmental meetings.
- Produce a series of guidelines and case studies.
- Update information on website.
- Monitor participation rate at end of 2017/18 session; evidence: programme events in schedule and take-up.

Success measures:
- Number of active mentors and mentees.
- Percentage of researchers participating.
- Feedback from mentees.

Departmental contacts for Integrity in June 2016. An event for these new contacts has been planned in autumn 2016.

Research Policy will oversee this area and chair the Research Ethics and Integrity Sub Committee (REISC) that manages the University-wide mentoring scheme available to ECRs and supports their development through running mentoring sessions.

The REO will provide departments with models for setting up their own DREISCs and support their development through running mentoring sessions and workshops.

In 2016/17:
- Dr Caspar Addyman, Andrew Gray held a free one-day event, funded by Dr Addyman’s British Academy Rising Star Grant, entitled ‘Researcher Development: a celebration of early career researchers’.
- The event had over 150 attendees from across the University.
- The event was well attended and provided a platform for ECRs to network and share ideas.
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In 2015/16:
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<table>
<thead>
<tr>
<th>Action Number</th>
<th>Description</th>
<th>Status</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>REO/CIG to make a request to IT that researchers are offered user access to IT after leaving post</td>
<td>Complete</td>
<td>February 2016</td>
</tr>
<tr>
<td>2</td>
<td>Research Committee to raise awareness of the need to hold meetings in a variety of formats and timings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (<a href="http://www.research.gold.ac.uk">www.research.gold.ac.uk</a>) and Goldsmiths Data Online (<a href="http://data.gold.ac.uk">http://data.gold.ac.uk</a>) as standard practice.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Action: completed; all staff/students can request @alumni.gold.ac.uk email address on leaving Goldsmiths.</td>
<td>In progress</td>
<td>October 2016</td>
</tr>
<tr>
<td>5</td>
<td>CIG will submit notes of Goldsmiths' practices to contribute to the Vitae database of practice, the conference in September 2017.</td>
<td>In progress</td>
<td>September 2017</td>
</tr>
<tr>
<td>6</td>
<td>Objective: to contribute to the Vitae database of practice, the conference in September 2017.</td>
<td>In progress</td>
<td>September 2017</td>
</tr>
<tr>
<td>7</td>
<td>Action: to submit case study to Vitae by October 2017 or for inclusion at Vitae international event.</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>8</td>
<td>Objective: to contribute to the body of evidence of good practice and to celebrate examples of the university's schemes.</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>9</td>
<td>Action: to contribute to the body of evidence of good practice and to celebrate examples of the university's schemes.</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>10</td>
<td>Objective: to encourage researchers who have left Goldsmiths to have an ongoing relationship with Goldsmiths and upload material to GRO.</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>11</td>
<td>Action: researchers who have left Goldsmiths know how to request a Goldsmiths email address and can continue to upload material to Goldsmiths Research Online (GRO) using the email address.</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>12</td>
<td>Researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (<a href="http://www.research.gold.ac.uk">www.research.gold.ac.uk</a>) and Goldsmiths Data Online (<a href="http://data.gold.ac.uk">http://data.gold.ac.uk</a>) as standard practice.</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>13</td>
<td>Evidence: inclusion in a website (see <a href="http://www.gold.ac.uk">www.gold.ac.uk</a>).</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>14</td>
<td>Action: researchers who have left Goldsmiths to have an ongoing relationship with Goldsmiths and upload material to GRO.</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
<tr>
<td>15</td>
<td>Evidence: inclusion in a website (see <a href="http://www.gold.ac.uk">www.gold.ac.uk</a>).</td>
<td>In progress</td>
<td>October 2017</td>
</tr>
</tbody>
</table>
In February 2016, Goldsmiths launched their new R&E strategy was launched, https://goldmine.gold.ac.uk/NewsEvents/Documents/REStrategy.pdf.

The new strategy aims to "further establish a community of research, in which all researchers feel supported by the university and by each other. Researchers at all levels will be encouraged to produce high quality research outputs and to engage with a range of communities around their research and practice. Researchers at all levels will be supported in applying for funding to help them in their research."

Our priority actions for 2016-18 are concerned with establishing a strong community of researchers where knowledge and support can be accessed easily; we acknowledge that the external research environment is more challenging and we aim to prioritize individual researchers’ development and support needs particularly.

<table>
<thead>
<tr>
<th>Title/description</th>
<th>Purpose</th>
<th>Action no.(s)</th>
<th>CP(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater participation in annual Professional Development Review process</td>
<td>To promote an understanding of the career progression of researchers using our best resource: our lead researchers and academics. Evidence from surveys regularly reveals that researchers value advice from successful academic and research staff above other forms. The PDR involves completion of a self-review, review in a meeting with the manager, and a post-meeting written summary of actions being agreed between the two and is a very good mechanism in place for sharing information and enacting career management. PIs, lead researchers, directors of departmental units and Goldsmiths’ interdisciplinary research centres are encouraged to give management elements of project to ECRs to provide more experience of project management.</td>
<td>9,24,25</td>
<td>2.5, 3.5, 3.6</td>
</tr>
<tr>
<td>Mentoring Pilot</td>
<td>Individualised advice, and encouragement, for a successful researcher/academic is highly valued by researchers and having a supporter/champion empowering for ECRs. The development of a scheme across the university would offer all researchers that opportunity.</td>
<td>18</td>
<td>4.13</td>
</tr>
<tr>
<td>Internal Grants Schemes</td>
<td>ECRs have been successful in a range of internal funding competitions in 2015/16. The award of even small amounts of money to run networking or research development events, as awards for successful public engagement, develops the profiles and confidence of ECRs. CIG’s funding competition pilot has been successful and we aim for the funding to be established formally - a proposal will be made to the Research &amp; Enterprise Committee for further funds to be allocated. We particularly support collaborative schemes, networking and team building.</td>
<td>31</td>
<td>3.7</td>
</tr>
<tr>
<td>Athena SWAN application: Institutional Bronze award</td>
<td>Planned date for submission: one of the submission dates in 2016/2017). The first of our departments - Computing and Psychology - are planning submissions for departmental bronze awards. Like HR Excellence in Research, Athena SWAN is an assurance to new research and academic staff that the institution is aware of potential obstacles to progress and has put in place mechanisms to deal with them and values equality and diversity.</td>
<td>17</td>
<td>3.7, 6.10</td>
</tr>
</tbody>
</table>


### Summary of Actions from Action Plan by Concordat Principle They Are Planned to Implement

<table>
<thead>
<tr>
<th>Concordat Principle</th>
<th>Number of Actions</th>
<th>Actions Taken</th>
<th>Details</th>
</tr>
</thead>
</table>
| Principle 1: Support & Career Development | 58 | 44 | 1. University is processing the new code of practice across all departments and ensuring that each new member of research staff is aware of its principles. Concordat Implementation Group (CIG) will monitor progress and review code in their Spring 2013 meeting. (see 3.2)
| | | | 2. The University's Code of Practice on the career management of researchers sets the responsibility of providing mentors on departments. Staff surveys and/or PDRs can provide evidence of whether they are employed on a fixed term or similar contract. In particular employers should consider their policies to ensure that the requirements of the post, consistent with the pay and grading arrangements of the research staff's employment, are taken into account.
| | | | 3. Employers, funders and researchers recognize the need to develop transferrable skills. Professional services ensuring provision is complementary to Department/School-based opportunities.
| | | | 4. The university will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.
| | | | 5. Researchers should be aware that the skills and achievements required to move on from early stage researchers are outside of their organization's HR structures.
| | | | 6. The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Professionals ensuring provision is complementary to Department/School-based opportunities.
| | | | 7. The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.
| | | | 8. Employers should strive to attract excellence and respect diversity (principle 6).
| | | | 9. 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 staff's employment, are taken into account.
| | | | 10. Researchers benefit from clear systems that help them to plan their career development.
| | | | 11. Employers, funders and researchers recognize the need to develop transferrable skills. Professional services ensuring provision is complementary to Department/School-based opportunities.
| | | | 12. 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 staff's employment, are taken into account.
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| | | | 15. Researchers should be aware that the skills and achievements required to move on from early stage researchers are outside of their organization's HR structures.
| | | | 16. Employers, funders and researchers recognize the need to develop transferrable skills. Professional services ensuring provision is complementary to Department/School-based opportunities.
| | | | 17. The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.
| | | | 18. Bank of mentors to be set up and opportunities for mentoring to be publicised to encourage greater participation.
| | | | 19. Goldsmiths will subscribe to the UK Research Integrity Office and its role in UKRIO will potentially be pivotal in showing good practice in research integrity in the Arts and Humanities.
| | | | 20. Employers should strive to attract excellence and respect diversity (principle 6).
| | | | 21. Researchers benefit from clear systems that help them to plan their career development.
| | | | 22. The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.

### Key Points

- **Support & Career Development**: Actions include raising awareness of training and development opportunities in recruitment practice, equality and diversity. Employers, funders, and researchers recognize the need to develop transferrable skills. The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.
- **Mentoring**: Employers, funders, and researchers recognize the need to develop transferrable skills. Mentoring arrangements should be supported by employers as a key instrument for career management and enhancement.
- **Recognition & Value**: The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.
- **Recruitment & Selection**: Employers should strive to attract excellence and respect diversity (principle 6).
- **Research Integrity**: The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.

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**Legend**

- **Summarized from**: Actions from the Concordat Action Plan by Principle
- **Actions Taken**: Number of actions taken
- **Details**: Summary of actions taken

---

**Notes**

- Concordat Implementation Group (CIG) will monitor progress and review code in their Spring 2013 meeting. (see 3.2)
- Staff surveys and/or PDRs can provide evidence of whether they are employed on a fixed term or similar contract.
- In particular employers should consider their policies to ensure that the requirements of the post, consistent with the pay and grading arrangements of the research staff's employment, are taken into account.
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Researchers should recognise that the primary responsibility for managing and pursuing research lies with them, and that the University has a secondary role in supporting this. Researchers are responsible for ensuring that their research complies with all relevant ethical, legal, and safety standards. Researchers should also be aware of the University’s policies on research integrity and should follow these guidelines when conducting their research.

The University established a Concordat Implementation Group (CIG) in 2010. The group also has responsibility for engaging in national developments, debates and initiatives in relation to diversity and equality.

The implementation of the Concordat’s principles will lead to greater integration of diversity and equality across the University, which will benefit all departments and faculties.

Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of the organisation. They should ensure that the working conditions for researchers provide the flexibility required to accommodate family needs.

The implementation of the Concordat’s principles will lead to greater integration of diversity and equality across the University, which will benefit all departments and faculties.

Researchers should be encouraged to meet with their PIs and other researchers regularly to discuss their work and any potential ethical issues.

The implementation of the Concordat’s principles will lead to greater integration of diversity and equality across the University, which will benefit all departments and faculties.
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<th>ECR</th>
<th>Type of staff/student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please note: The listing includes current and previous members of the group who have contributed to the current plan and those who will be involved in future delivery and planning. CIG members for 2017 and beyond are in yellow-filled fields.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lynda Agili (Head, Research Office; Research &amp; Enterprise Committee; 2012-2016);</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Ramon Amaro Johnson (PhD student; Associate Lecturer, Centre for Cultural Studies; 2016 - )</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Dr Carolina Bandinelli (Lecturer, Media &amp; Communications; 2016-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Dr Charlotte Bates (Postdoctoral Research Fellow, Sociology; May - August 2016)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Olivia Bogert (Research Finance Manager, Finance; Research &amp; Enterprise Committee; 2015-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Rody Bristow-Jones (Staff Development Manager, HR; 2012-2015)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Will Cenci (Public Engagement Manager, Communications; 2015-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Vanessa Freeman (Senior Careers Consultant, Careers Service; 2013-2016)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Leah Gilbert (HR Consultant, HR; 2016-);</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Andrew Gray (GRO/Special Collections, Library; 2015-);</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Emmy Gregory (Research &amp; Enterprise Secretary, Research &amp; Enterprise Office; 2012-);</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Dr Rose Hepworth (Departmental Business Manager, Computing; School of Professional Studies, Science &amp; Technology; 2014-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Lesley Hewings (Head, Graduate School; 2012-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Professor Janis Jefferies (CIG Chair; Academic Lead: Early Career Researchers from 1/9/16; Chair, Associate Pro-Warden (Creative &amp; Cultural Industries) to 31/8/16; Research &amp; Enterprise Committee to 31.8.16; Research Ethics &amp; Integrity Sub-Committee; Computing Department; School of Culture &amp; Society; Practice Lead, Graduate School; 2014-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Dr Nadine Jarvis (Research Fellow, Design; School of Arts &amp; Humanities; organiser of Researchers Association &amp; VLE; 2012-2016)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Dr Tobie Kerridge (ECR, Design, School of Arts &amp; Humanities; 2016-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Dr Karina Linnell (Reader, Psychology Department, School of Professional Studies, Science &amp; Technology; 2012-)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Dr Mohammad Majid Al-Rifaie (Computing, School of Professional Studies, Science &amp; Technology; post-doc, delegate for Prof Tanaka from Feb 2016)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Daniel Nasr (Education Officer, Student Union; from 2015)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chloe Nast (Research Administrator, Sociology, School of Culture &amp; Society; 2015-2016)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Membership Duration</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Dr Deirdre Osborne</td>
<td>Reader in English Literature and Drama, Theatre &amp; Performance; Equality and Diversity Officer GUCU</td>
<td>1</td>
</tr>
<tr>
<td>Jessica Pavlos</td>
<td>Research Development and Partnerships Manager, Research &amp; Enterprise Office; 2012-2015</td>
<td>1</td>
</tr>
<tr>
<td>Dr Siân Prime</td>
<td>Director: MA Cultural &amp; Creative Entrepreneurship, ICCE; 2016-</td>
<td>1</td>
</tr>
<tr>
<td>Dr Alison Rooke</td>
<td>Researcher/Senior Lecturer, Sociology, School of Culture &amp; Society; 2012-</td>
<td>1</td>
</tr>
<tr>
<td>Dr Cami Rowe</td>
<td>Lecturer, Theatre &amp; Performance; 2016-</td>
<td>1</td>
</tr>
<tr>
<td>Karen Rumsey</td>
<td>CIG Co-ordinator; Research Systems &amp; Liaison Officer, Research Office; Research &amp; Enterprise Committee, Research Ethics &amp; Integrity Sub-Committee; 2014-</td>
<td>1</td>
</tr>
<tr>
<td>Dr Susan Schuppl</td>
<td>Acting Director of Centre of Research Architecture, Visual Cultures, School of Culture &amp; Society; 2013-</td>
<td>1</td>
</tr>
<tr>
<td>Rad Shahbazi</td>
<td>Business Relationships Manager, IT&amp; Information Services, 2015-</td>
<td>1</td>
</tr>
<tr>
<td>Dr Muriel Swijghuisen Reigersberg</td>
<td>Research Development and Policy Manager, Research Office, Research Ethics &amp; Integrity Sub-Committee; 2013-2016;</td>
<td>1 1</td>
</tr>
<tr>
<td>Dr Zeeshan Syed</td>
<td>ECR, Psychology; 2016-</td>
<td>1</td>
</tr>
<tr>
<td>Professor Atau Tanaka</td>
<td>Computing Department, School of Professional Studies, Science &amp; Technology; Research &amp; Enterprise Committee; 2013-; on sabatical from April 2016-April 2017 (Dr Mohammad Majid Al-Rifaie delegated during this period)</td>
<td>1</td>
</tr>
<tr>
<td>Dr Derval Tubridy</td>
<td>Dean of the Graduate School to 31.8.16; Associate Pro-Warden (Research &amp; Enterprise Committee); 2012-2016 to be replaced by Professor Alan Pickering as Dean, Graduate School.</td>
<td>1 1</td>
</tr>
<tr>
<td>Dr Elizabeth Williams</td>
<td>Subject Team Manager-The Library and independent scholar; 2015-</td>
<td>1 1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff/Student Types</th>
<th>ECR</th>
<th>Senior Academic</th>
<th>Dept Admin</th>
<th>Graduate School</th>
<th>Students Union</th>
<th>Professional Services (including REO and RFO)</th>
<th>Professional Services &amp; Independent Researcher</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of staff types</td>
<td>7</td>
<td>9</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>%age, Staff types in total membership (34 members)</td>
<td>21%</td>
<td>26%</td>
<td>6%</td>
<td>9%</td>
<td>3%</td>
<td>35%</td>
<td>9%</td>
</tr>
</tbody>
</table>

| Total number of CIG members, 2012-2018                          | 34  |
| Number of current CIG members, 2016-2018                        | 25  |
| Staff types in CURRENT membership, 2016-18 (25 members)*        | 6   | 7               | 2          | 3               | 1             | 7                                            | 2                                             |
| %age, Staff types in CURRENT membership, 2016-18 (25 members)* | 24% | 28%            | 8%         | 12%             | 4%            | 28%                                          | 8%                                           |
**STAFF /STUDENT TYPES**

<table>
<thead>
<tr>
<th></th>
<th>ECR</th>
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<th>Dept</th>
<th>Graduate</th>
<th>Students</th>
<th>Professional Services &amp; Professional Services &amp; Independent Researcher</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Academic</td>
<td>Admin</td>
<td>School</td>
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<td>(including REO and RFO)</td>
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*Professor Janis Jefferies, Dr Elizabeth Williams and Dr Rose Hepworth each represent two staff types whose perspectives CIG use in devising actions to implement the Concordat.*