

2017-19 Action Plan Update to Support the Career Development of Researchers

This document provides an update on the actions undertaken during 2017-2019 to support the career development of researchers at Goldsmiths.

Concordat Principle: A. Recruitment and Selection					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
1	Ensure that all members of the Goldsmiths research community understand that researchers are chosen primarily for their ability to advance research at an institution.	<ul style="list-style-type: none"> <li>• Include the Code of Practice in contract packs for new researchers.</li> </ul>	Code of Practice included in 100% of new contracts issued.	<p><b>ACTION COMPLETE AND ONGOING</b></p> <ul style="list-style-type: none"> <li>• HR includes <a href="#">Code of Practice</a> in new researcher contract packs in order to ensure Researchers understand their roles, rights and responsibilities.</li> <li>• For every newly awarded research project, the Code of Practice forms part of the induction pack and discussed further at the Project set up Meeting.</li> </ul>	HR
2	Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.	<ul style="list-style-type: none"> <li>• Introduce online recruitment platform to host all vacancies</li> <li>• Participate in the Disability Confident Scheme</li> <li>• HR to advise and train staff on best practice in recruitment and selection.</li> </ul>	<p>E-recruiter launched and promoted.</p> <p>Disability Confident Scheme Awarded 2017</p> <p>All appointments monitored by HR to ensure compliance with the university's recruitment system.</p>	<p><b>ACTIONS COMPLETE, ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>• E-recruiter must be used in order to advertise positions on the Goldsmiths website. The online platform has standardised stages to be met and a requirement to demonstrate how candidates meet the person specification, this has enabled consistency of experience for applicants and a stronger emphasis on competency-based selection.</li> <li>• Goldsmiths is accredited with the Disability Confident Scheme and we apply a guaranteed interview scheme for disabled applicants who meet the essential criteria, ensuring that the recruitment process is open and accessible to all.</li> <li>• HR Consultants work with Academic Departments on developing Job Descriptions and Person</li> </ul>	HR

Concordat Principle: A. Recruitment and Selection					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
				Specification that are relevant to the role, and which can be assessed through clear criteria.	
3	To ensure fixed term appointments are made where there is a recorded and justifiable reason.	Ensure recruiting managers provide justifiable grounds for the use of FTC and limit the use where possible.	Recruitment process requires recruiting managers to justify FTC appointments.	<p><b>ACTION COMPLETE, ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>Recruiting managers are required to provide a justification for FTC as part of the 'Approval to appoint' process. The number of FTC are monitored on a monthly basis and HR Consultants discuss this with Heads of Department, identifying ways of reducing the numbers of FTC where possible.</li> <li>38.7% of academic contracts were fixed term in 2017/18. FTC staff tend to be made up of A/L who teach for fixed periods of time each year, for example one module per year. All A/L's are entitled to apply for pay and progression benefits, learning and development courses and have an annual Performance Development Review (PDR). A review is currently underway to understand how Fixed Term Contracts are used at Goldsmiths, and to ensure they are being applied fairly.</li> </ul>	HR
4	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	<ul style="list-style-type: none"> <li>Publicise recruitment and selection training to Heads of Department and other line managers.</li> <li>Launch unconscious bias training.</li> <li>Recruitment policy / guidance to include requirement for recruiting</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants increased from 15 in '17-18 to 20 in 18-19</li> <li>118 staff trained in UB since 2017 (10% of staff)</li> <li>Policy updated to include</li> </ul>	<p><b>ACTIONS COMPLETE, ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>Recruitment and Selection training delivered as part of the Learning and Development Programme and on a bespoke basis to teams - 35 staff have participated in recruitment training over the past 2 years. For our future action plan, our aim is to improve take up by introducing a requirement for Chairs of recruitment panels to undertake recruitment training.</li> </ul>	HR

Concordat Principle: A. Recruitment and Selection					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
	assistance to the researcher in considering their further career development.	mangers to provide feedback to applicants after interview.	requirement for providing feedback.	<ul style="list-style-type: none"> <li>Unconscious bias workshops were launched in 2017/18 – 118 staff trained</li> <li>HR has developed guidance on eliminating unconscious bias in shortlisting and interview, made available on the recruitment intranet pages.</li> <li>All interviewed candidates are provided with feedback upon request.</li> </ul>	
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.	Ensure research grades defined and in common usage in recruitment and in pay structures.	HERA pay structures for grades adopted	<p><b>ACTION COMPLETE AND ONGOING</b></p> <ul style="list-style-type: none"> <li>HERA pay structures for grades adopted by Goldsmiths and in use since 2015</li> </ul>	HR

Concordat Principle: B. Recognition and Value					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
6	Ensure that Research Managers and Principal Investigators are made aware of, and understand their responsibilities for the management of researchers.	<ul style="list-style-type: none"> <li>PIs/Research Managers are made aware of funding bodies' requirement for development plans for researchers on their grants and to ensure researchers are also aware of them.</li> </ul>	<p><b>Information provided to PIs / Researchers</b></p> <p><b>Survey indicates PIs understand their role in developing researchers:</b> PIRLS 2017/18:</p>	<p><b>PARTIALLY COMPLETE ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>Research Services provides material and induction meetings setting out the PI/ Research Managers' responsibilities for the development of staff.</li> </ul>	HR / Principal Investigators; Research Services

Concordat Principle: B. Recognition and Value					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
		<ul style="list-style-type: none"> <li>Research Services invites new grant awardees to an induction meeting - the meeting includes detailed review of funders' terms and conditions.</li> <li>Publicise leadership and management training to Research staff</li> </ul>	<p>9/9 (100%) respondents reported that they think that (i) motivating individuals (ii) appraisal (iii) developing research staff is very important to being a successful PI/ Researcher.</p>	<ul style="list-style-type: none"> <li>44 academic staff (incl. researchers) participated in Leadership and Management training in 2017/18. Actions identified to increase participation of academics and researchers in management training (Action 2.4 2019-21 action plan)</li> </ul>	
7	Ensure our systems are 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.	<ul style="list-style-type: none"> <li>Promote awareness the responsibilities of research managers in terms of providing advice and support for researchers at the end of their fixed term contracts.</li> <li>Launch ECR Funding Scheme for researcher networking/career enhancement projects.</li> <li>Support post-PhDs in developing their career with small pump-priming grants. ECRs employed by Goldsmiths on T&amp;R have access to funding opportunities as for all T&amp;R staff.</li> </ul>	<p><b>Target:</b> 40% Research applicants are offered longer contracts with the university</p> <p>The above target has not been evidenced, procedures remain informal however the practice of HR Consultants sharing redeployment opportunities is well established.</p> <p>ECR funding scheme supports at least 10 ECR in 2018/19</p>	<p><b>PARTIALLY COMPLETE ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>HR Consultants work with Researchers to identify possible redeployment opportunities at the end of contract, but no formal procedure has been established.</li> <li>ECR funding scheme ran successfully for third year with 11 career development awards.</li> <li>Departmental review findings show that 12/17 departments offer researchers individual support for own projects and to support conference attendance. Sums range from £1,500-500 automatically for staff; £150 -£500 where PhD students are considered ECRs. Some depts. have an automatic allocation and a competition for further/extra funding.</li> <li>Other internal funding schemes such as Alumni Fund and Public engagement fund offer opportunities to fund research activity.</li> </ul>	Academic Departments, Research and Enterprise Committee

HR Excellence in Research 2017-19 Action Plan Update to Support the Career Development of Researchers

Concordat Principle: B. Recognition and Value					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
				<ul style="list-style-type: none"> <li>Graduate School Fund (GSF) supports the career development of PGRs - awards are made three times a year and typically support activities such as conference attendance, events organising, fieldwork visits, and training costs. In 2017/2018, a total of £30,576.39 was awarded to doctoral researchers through the GSF.</li> </ul>	
8	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.	<ul style="list-style-type: none"> <li>Ensure promotions procedures are transparent and communicated to all staff.</li> <li>Develop a dedicated website to promote academic skills aligned to the RDF with the option to download the career tracker.</li> </ul>	Pay progression is in accordance with the Framework Agreement.	<p><b>ACTIONS COMPLETE, ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>Pay progression is in accordance with the Goldsmiths Framework Agreement.</li> <li>Guidance on Academic Promotions is available to all staff via the staff intranet.</li> <li>HR co-ordinate 'Preparation for Academic Promotions' briefings for staff as well as targeted briefings e.g. for the Women's Leadership Network. 55 staff took part in the Preparing for Academic Promotions sessions in the past 2 years.</li> <li>Dedicated website to promote academic skills aligned to the RDF has not been developed (Action 3.1 2019-21 action plan)</li> </ul>	HR  Research Services & Departments

Concordat Principle: Support and Career Development					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
9	Ensure that developmental activities open to researchers include	<ul style="list-style-type: none"> <li><b>Promote the 'Academic Practice for PhD students and early career researchers'</b></li> </ul>	ECRs who wish to take CAP are awarded a place.	<p><b>ACTIONS COMPLETE AND ONGOING</b></p> <ul style="list-style-type: none"> <li><b>The Academic Practice module</b>, which is run in conjunction with the <a href="#">Teaching and Learning Innovation Centre (TaLIC)</a>, is an opportunity to</li> </ul>	Graduate School  Teaching and Learning Innovation Centre

Concordat Principle: Support and Career Development					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	
	preparation for academic practice.			develop and enhance skills in teaching and learning. PGRs who are looking to undertake teaching activities during their doctoral studies are encouraged to undertake this module, which is based in part on the UK Professional Standards Framework (UKPSF) for supporting teaching and learning. In 2017/18 53 PGRs and ECRs engaged with this module. Of those 23 completed the (optional) assessment, and all of them passed.	
10	Ensure that all researchers have equal access to the provision of developmental opportunities to allow them to progress in their career and mobility.	<ul style="list-style-type: none"> <li>Deliver blended learning and 'bitesize' sessions to ensure learning and development is accessible to all staff.</li> <li>Promote development opportunities offered by organisations with which university has institutional subscriptions (such as UKRIO, UKRO, Vitae, Workplace Assistance Programme) and offers from funding organisations (such as RCUK, ERC, Wellcome, etc) and publishing companies.</li> <li>Invite funding organisations to hold sessions at the university to promote their funding schemes.</li> <li>Promote local inter-London universities secondment scheme, <i>Outsight Insight</i>,</li> </ul>	<p><b>Success measures:</b> At least 60% of researchers have undertaken at least five days per annum of developmental events, including conferences, leadership training internal initiatives.</p>	<p><b>ACTIONS COMPLETE BUT TARGET FOR NUMBER OF DEVELOPMENT DAYS NOT MET – PRIORITISE FOR 2019-21 ACTION PLAN</b></p> <ul style="list-style-type: none"> <li><b>PIRLS 2017-18 indicated 6 out of 9 researchers had less than 3 development days a year, 2 out of 9 had more than 3.</b> This suggests low take up of development activity. The 2019-21 action plan will include actions to enhance take-up of training by researchers.</li> <li><b>Learning and Development</b> programme is open to all staff and is publicised via Research Services, and directly to Academic Heads. Shorter lunchtime sessions have been introduced following staff feedback.</li> <li><b>Targeted development for researchers</b> Tailored academic training and development programme includes a suite of research funding clinics, research proposal surgeries, workshops, sector related events and regulatory compliance to ensure the research community is able to take advantage of additional training and are kept</li> </ul>	<p>Concordat Working Group</p> <p>HR; Research Services; Teaching and Learning Innovation Centre; Library; Careers Service.</p>

Concordat Principle: Support and Career Development					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	
		<p><a href="http://www.heioutsideinsight.co.uk/index.html">http://www.heioutsideinsight.co.uk/index.html</a>, will offer options to ECRs to view other institutions and posts.</p>		<p>abreast of changing requirements within the research landscape.</p> <ul style="list-style-type: none"> <li> <p><b>Research Methods Training for PGR</b> As research methods training is key to the doctoral research experience, the Graduate School convenes two core training modules. The Core Qualitative Research Methods module provides an interdisciplinary introduction to qualitative traditions of social research. It aims to give PGRs an understanding of some of the main forms of qualitative research, offer opportunities to develop the skills for conducting qualitative research, and to help PGRs in reading and assessing research publications. The course is also designed to offer PGRs opportunities to discuss their own research, and exchange ideas with students from a range of disciplines. <b>In 2018/19 30 PGRs engaged with the module. Of those, 16 completed the (optional) assessment and all of them passed.</b> The Core Quantitative Research Methods module is designed to help researchers to understand and gain skills in quantitative research, whether it is encountered in literature reviews or elsewhere in the doctoral journey. Those attending this course receive an introduction with three possible exit points, each providing progressively more knowledge and understanding. This built-in flexibility is designed to empower PGRs to tailor the learning experience to suit their training and development needs. 2017/18 14 PGRs engaged with the module. (2018/19 statistics are unavailable as the course is still ongoing).</p> </li> </ul>	

Concordat Principle: Support and Career Development					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	
				<ul style="list-style-type: none"> <li>• <b>Graduate School Seminar Series</b> The monthly seminar series covers a wide range of topics pertinent to different stages of the doctoral journey, from presentation skills to preparing for the upgrade, and literature reviews, to funding bids. Presentation slides from each seminar are uploaded to the Virtual Graduate School VLE page to benefit PGRs unable to attend certain sessions. In 2018/19, around 30 PGRs attended each session.</li> </ul>	
11	Researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees.	<ul style="list-style-type: none"> <li>• Ensure Researchers are invited to represent their department on Research and Enterprise Committee and participate as members of Departmental Research Committees.</li> <li>• Develop virtual forum to facilitate institutional awareness of needs and concerns of Researchers supported by formal and informal discussions.</li> <li>• Establish Early Career Researcher group to clarify institutional responsibilities regarding students who have recently successfully completed their doctorate, post-doctoral fellows, academic staff at the start of their academic career; and staff on Research only contracts.</li> </ul>	<p>REC includes representation from researchers across different career stages and disciplines.</p> <p>Launch VLE forums for researchers.</p> <p>ECRG has been established and has fed into the review of support for ECR, which has informed the Goldsmiths HR Excellence in research action plan.</p>	<p><b>ACTIONS COMPLETE AND ONGOING</b></p> <ul style="list-style-type: none"> <li>• RAs and ECRs will have an input into policy is through: representation on department boards (Department Board and Department Research Committee); through CWG; and through the membership and responsibilities of REC.</li> <li>• The Research &amp; Enterprise Committee now includes rotation of membership from the Early Career Researcher Community.</li> <li>• Research VLE forums have been launched, for: (i) Research Associates, Research Fellows, Postdocs; (ii) Principal Investigators (iii) Department of Psychology Early Career Researchers Professional Development Programme</li> <li>• Two representatives from the ECR community are members of the ECR Working Group chaired by the Pro Warden for R&amp;E.</li> </ul>	Research Services Departments, Concordat Working Group



Concordat Principle: Support and Career Development					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	
12	All researchers are offered opportunities for inductions at local (project, departmental) and university-wide level.	<ul style="list-style-type: none"> <li>Invite all new researchers to attend the Goldsmiths staff Induction and encourage departments to conduct local inductions.</li> <li>Launch Graduate school induction for PhD students.</li> </ul>	<p>100% new starters invited to Goldsmiths Induction – target met in 18/29.</p> <p>Deliver 2 Graduate School Inductions per year.</p>	<p><b>ACTIONS COMPLETE AND ONGOING</b></p> <p><b>ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>All new researchers are invited to attend the Goldsmiths New Staff Introduction. In 2017-18, 52 staff members attended this event and in 2018-19 80 staff members attended.</li> <li>The Graduate School runs biannual induction events for new PGRs. These induction events include a strong emphasis on the PhD as a professional development opportunity. In 2017/2018, induction attendees were introduced to the Vitae Researcher Development Framework (RDF). Induction packs furthermore included RDF postcards and Vitae researcher booklets. In 2017/2018 around 70 PGRs engaged with induction activities.</li> <li>Departments allocate new staff to mentors; regular staff meetings and opportunity to meet staff in research clusters and at staff meetings.</li> </ul>	Concordat Working Group, HR, Departments, PI
13	Take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not unduly disadvantaged when moving from one employer to another	<ul style="list-style-type: none"> <li>Researcher Development mini-site to be developed on staff intranet setting out CPD schemes from other employing organisations.</li> </ul>	Launch intranet page with a range of CPD resources, including from other institutions.	<p><b>ACTION COMPLETE ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <p>Site on Goldmine since September 2015 and updated regularly by Research Services (sits under Research &amp; Enterprise pages).</p>	Research Services / Concordat working Group

Concordat Principle: Support and Career Development					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	
14	Introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner.	<ul style="list-style-type: none"> <li>Promote Performance Development Reviews (PDRs) as a means for researchers to reflect on their achievements, goals and objectives.</li> </ul>	PIRLS 2017-18 9/9 respondents reported valuing appraisal system as important to researcher careers.	<p><b>PARTIALLY COMPLETE ADDITIONAL ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>All research staff, including ECRs, post-doctoral fellows, and research assistants on grant funded projects are entitled to PDRs and have a department mentor, however take up of PDR is low.</li> <li>Athena Swan Survey data indicates that 32% of academic staff have a PDR less than once a year, indicating a low level of engagement with PDR.</li> <li>Further work is needed in order to promote engagement with PDR. This will be prioritised in the 2019-21 Action Plan</li> </ul>	HR
15	Articulate the skills that should be developed at each stage of a researcher's career and encourage researchers to acquire and practise those skills.	<ul style="list-style-type: none"> <li>Encourage PIs and line managers to identify opportunities to delegate project management responsibilities to create learning opportunities for their researchers. CIG to publish guidelines on creating and managing delegation opportunities on the website and host a lunchtime informational session.</li> </ul>	>50% Researchers report being offered, and participating, in delegated activities	<p><b>ACTION NOT COMPLETE – THIS WILL BE PRIORITISED FOR 2019-21</b></p>	Concordat Working Group

Concordat Principle: Support and Career Development					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	
16	Raise awareness of the achievements and career progression of Researchers at Goldsmiths.	<ul style="list-style-type: none"> <li>Publish case studies featuring researchers talking about their career path and progression.</li> </ul>	At least three profiles are published per year.	<p><b>ACTION COMPLETE AND ONGOING</b></p> <ul style="list-style-type: none"> <li>We publish monthly 'spotlight on' pieces on staff, including researchers discussing their career and research focus.</li> <li>We also publish videos of researchers discussing their research. Further work is needed to embed discussions of career development within these case studies.</li> </ul>	Research Services / Communications
17	Provide a specific career development strategy for researchers, including mentoring.	<ul style="list-style-type: none"> <li>Develop a pan-university ECR mentoring scheme.</li> <li>HR will maintain database of mentors/mentees and mentoring relationships and provide statistics on take-up of scheme;</li> </ul>	<p><b>Success measure:</b></p> <p>University-wide mentoring scheme available to ECRs and participation rate is greater than 50% by 2019/20.</p>	<p><b>ACTION NOT COMPLETE – THIS WILL BE PRIORITISED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li><b>A specific career development strategy for researchers has not been developed – this will be prioritised for 2019-21</b></li> <li>A pilot mentoring programme was developed between HR and Research Services but take up was low (less than 5). Feedback from departments indicated that mentoring is co-ordinated at a department level. To support departmental mentoring the college has developed guidance on mentoring – setting out the role of the mentor/mentee and steps for ensuring fairness and accessibility to staff from all backgrounds.</li> <li>Departmental review findings indicate in-house learning from peers and seniors is highly valued and most departments have mechanisms of support. 14 out of 17 departments assign mentor to new appointees, 5 departments have one-to-one meeting between department director of research and researcher.</li> </ul>	HR, Concordat Working Group, Depts.

Concordat Principle: Researchers' Responsibilities					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
18	<p>Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge. Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.</p>	<p><b>To promote good research practices:</b></p> <ul style="list-style-type: none"> <li>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. REO will continue to run training sessions in ethics/integrity as part of their standard training sessions.</li> <li>To maximise recording of research outputs produced by Goldsmiths' researchers in the document and data repositories.</li> <li>Researchers to upload their work onto Goldsmiths' repository: <a href="#">Goldsmiths Research Online</a> and to <a href="#">Goldsmiths Data Online</a> as standard practice.</li> </ul> <p>Uploads to GRO are reported to REC meetings termly and monitored</p>	<p><b>Success Measure:</b> Research Integrity Annual Report on compliance submitted to UKRIOS and published on our institutional website.</p> <p><b>Success measure:</b> Increase in outputs is recorded and where possible, in the longer term, all outputs are recorded. GRO team to report level of inputs to GRO (note: system will not discriminate between levels of staff so we would infer that an increase in inputs would include an increase in researchers' inputs.)</p>	<p><b>ACTIONS COMPLETED BUT FURTHER WORK REQUIRED TO DEMONSTRATE OUTCOMES AND IMPACT. ACTIONS IDENTIFIED FOR 2019-21</b></p> <p>Annual statement of research integrity published on staff intranet; statement is formally approved prior to posting on website by all academic committees in structure and is noted by Council.</p> <ul style="list-style-type: none"> <li>Regular monitoring is undertaken in a number of formats including:</li> <li>Library (GRO team)/RO present data on uploads to GRO (by School, by Department, by type of output) to REC meetings (3 x per year); these figures will be accessible by CIG. GRO team send Departmental heads/Departmental Directors of Research monthly updates on output details uploaded.</li> </ul>	<p>REISC, HR, RS</p> <p>Library, ROAM</p>

Concordat Principle: Researchers' Responsibilities					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
19	Encourage transfer of knowledge and research for different purposes.	<ul style="list-style-type: none"> <li>Researchers to be encouraged to develop their own independent profiles (presences) both internally and externally and using social media tools to develop online profile and develop expertise/networking by volunteering to sit on committees/working groups; additionally, involving themselves in public engagement activities or teaching short course modules.</li> </ul>	Target - More than 75% of researchers have developed a web/social media presence, are committee members/active in their subject associations, and/or represent on Goldsmiths' committees. (No evidence that this success measure has been met).	<p><b>ACTIONS COMPLETED BUT FURTHER WORK REQUIRED TO DEMONSTRATE OUTCOMES AND IMPACT. ACTIONS IDENTIFIED FOR 2019-21</b></p> <ul style="list-style-type: none"> <li>Researchers are encouraged to develop a web profile on the Goldsmiths website, linked to the Research repository when they join the college.</li> <li>Departments and mentors support research staff in developing research networks, e.g. identifying conferences. Researchers can also apply for funding to attend conferences.</li> </ul>	Comms/ Academic Departments
20	Enable Researchers who have left Goldsmiths to have an ongoing relationship with the university in disseminating the results of research (particularly when having the role of corresponding author for a paper) and remaining part of our research community.	<ul style="list-style-type: none"> <li>Provide researchers who have left Goldsmiths with access to Goldsmiths Research Online</li> </ul>	Data on outputs from GRO team demonstrates continued access by researchers. (No evidence that this success measure has been met).	<p><b>ACTIONS COMPLETED BUT FURTHER WORK REQUIRED TO DEMONSTRATE OUTCOMES AND IMPACT.</b></p> <ul style="list-style-type: none"> <li>GRO is accessible to researchers who are no longer working at Goldsmiths</li> <li>Goldsmiths undertook a departmental review of support for Early Career researchers, as a result of which we will develop of a package of support to allow students who had successfully completed their PhD at Goldsmith a continuing affiliation with Goldsmiths, including an honorary title and alumni email address.</li> </ul>	Research Services /IT/ Library
21	Researchers should also be aware that the skills and	All researcher specific training should be aligned to the VITAE Research Development	Departments are able to evidence that at least 80% of early career	<b>ACTION NOT COMPLETE – PRIORITISED FOR 2019-21</b>	HR/Departments

Concordat Principle: Researchers' Responsibilities					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
	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.	Framework. This approach is to aid awareness of how each event enables the upskilling across the four RDF domains: Intellectual abilities, research Governance and Organisation, Techniques and Personal Effectiveness.	researchers have received access to mentorship. This includes engaging with the diverse offerings across College Training and development Programmes.	<ul style="list-style-type: none"> <li>PHD Induction attendees introduced to the Vitae Researcher Development Framework (RDF). Induction packs include RDF postcards and Vitae researcher booklets. In 2017/2018 around 70 PGRs engaged with induction activities. A link to the RDF is included on the Research webpage and referred to within training however it has not yet been used to structure a holistic programme.</li> <li>Actions identified in 2019-21 action plan 3.1)</li> </ul>	Research Services
22	<p>Researchers should identify training needs and actively seek out opportunities for learning and development</p> <p>Research managers to provide honest advice and to equip researchers with the tools to manage their own careers.</p> <p>Research managers should encourage research staff under their supervision to</p>	<p>Remind all staff of their entitlement to PDR</p> <p>Publicise training and development via all staff emails and emails to Heads of Department and via Research Services.</p>	<p>Target - At least 50% of Researchers have participated in PDR in the last year.</p> <p>Target not met</p>	<p><b>ACTION COMPLETE BUT TARGETS NOT MET</b></p> <p>Researchers are encouraged to identify training needs through the PDR process, however, there is evidence of low take up</p> <p>Athena Swan Survey data indicates that 32% of academic staff have a PDR less than once a year.</p> <p>A training and development section is included in weekly all staff emails and news pieces. Courses are also publicised to Heads of Department.</p> <p>HR does not monitor engagement of Research-only staff in Learning and Development activity, however, analysis of take up by Academic Staff indicates that this group is not accessing L&amp;D as much as professional and support staff. We will begin to monitor take up by Research staff and take steps to engage Researchers in L&amp;D activities.</p>	<p>HR/REC/Departments</p> <p>HR</p>

Concordat Principle: Researchers' Responsibilities					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
	attend appropriate training and career development courses and events.				
23	Ensure that as many researchers as possible are able to participate alongside their colleagues in university meetings where decisions/announcements are made.	Greater awareness to be raised of the need to hold meetings in a variety of formats and timings to encourage greater participation from researchers.	Guidance on accessible meetings launched.	<p><b>ACTION COMPLETE FURTHER ACTIONS IDENTIFIED FOR 2019-21</b></p> <p>College committee meetings are held between 9-5.</p> <p>HR will develop guidance on accessible events and meetings (action for 2019-21)</p>	Organisational Development and Equalities Manager (HR)

Concordat Principle: Equality and Diversity					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
24	Develop specific schemes and action plans related to gender, race and disability to address specific issues of underrepresentation or lack of progression.	<ul style="list-style-type: none"> <li>Participate in the Stonewall Workplace Equality Index</li> <li>Participate in the Disability Confident Scheme</li> <li>Establish Womens' Leadership Network</li> </ul>	<p>Improvement in Stonewall WEI index</p> <p>Disability Confident accreditation</p> <p>Launch network</p>	<p><b>ACTION COMPLETE FURTHER ACTIONS IDENTIFIED FOR 2019-21</b></p> <p>Goldsmiths Equality, Diversity and Inclusion Strategy sets out our approach to embedding equality and diversity into all of our work, and is underpinned by a college-wide action plan.</p> <p>We submitted our first application to the Stonewall Workplace Equality Index in 2016 and its second in 2018, when we were ranked 280 out of 445 institutions</p>	Organisational Development and Equalities Manager (HR)

Concordat Principle: Equality and Diversity					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
		<ul style="list-style-type: none"> <li>Support staff to take part in Aurora and Diversifying Leadership</li> </ul>		<p>– indicating an improvement on the previous submission. The college was commended for its work on trans equality.</p> <p>Women’s Leadership Network launched and has 100 members</p> <p>We have been granted ‘Disability Confident Employer’.</p> <p>We have supported 8 staff (including one SU staff member) on the Diversifying Leadership Programme this year. We are reviewing the impact of the programme and identify further initiatives to support diverse and inclusive leadership at Goldsmiths.</p> <p>11 staff members (including one SU staff member) on the Aurora Women’s Leadership programme in 2018/19.</p>	
25	Ensure that the working conditions for researchers provide the flexibility necessary for successful research, taking into account the needs of researchers with caring responsibilities.	Develop clear guidelines on flexible working and leave for staff with caring responsibilities.	Launch flexible working policy	<p><b>ACTION COMPLETE AND ONGOING</b></p> <p>Goldsmiths flexible working policy, ‘leave for other reasons policy and guidance on reasonable adjustments was launched in 2017.</p> <p>The policies aim to support staff to work in a flexible way, accounting for their individual needs and circumstances. "Leave for other reasons" policy sets out opportunities for Study Leave of up to 3 days per annum and the opportunity to take longer, unpaid, periods of leave to undertake career development activities.</p>	HR



Concordat Principle: Equality and Diversity					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
26	Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages.	<ul style="list-style-type: none"> <li>Enhance staff equality information on HR systems in order to develop a better understanding of staff demographics and identify areas of under-representation.</li> <li>Develop clear guidance on reasonable adjustments for disabled staff.</li> <li>Conduct Equality Screening as part of the development of HR Policies.</li> </ul>	Increase % of staff who have provided equality information	<b>ACTION COMPLETE AND ONGOING</b> Following a project to introduce new equality monitoring, response rates have increased by 20-30%, with disclosures for gender, age, disability and ethnicity above 85%.	HR
27	Ensure that clear measures exist through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties	Develop staff bullying and harassment policy outlining mechanisms for reporting and resolving cases.	Launch bullying and harassment policy	Policy launched  Staff regularly informed of policy via staff news announcements.	HR

HR Excellence in Research 2017-19 Action Plan Update to Support the Career Development of Researchers

Concordat Principle: Equality and Diversity					
No.	Objective	Actions 2017-2019	Success measure	Progress Update	Responsible Group(s)
28	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.	Participate in the Athena Swan accreditation	Gain Athena Swan Award and implement action plan	Goldsmiths will submit an application for Athena Swan Bronze in November 2019, along with two departmental submissions in Computing and Psychology.	Athena Swan SAT Team

Concordat Principle: Implementation and Review					
No.	Objective	Actions 2017-2019	Success measure	Update and Additional Actions	Responsible Group(s)
29	Closely monitor particular aspects of the Research & Enterprise strategy implementation plan in regards to facilitating the training and development of early career researchers	<ul style="list-style-type: none"> <li>The Graduate School, Concordat Implementation Group and Research Office will provide progress reports detailing support initiatives to REC meetings throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>REC receive updates on development for researchers</li> </ul>	<ul style="list-style-type: none"> <li>REC meets 3 x per year, is the parent committee of the Graduate School Board [GSB] and the Concordat Working Group [CWG], both of whom work to implement career development support for ECRs.</li> <li>ECRs are included in institutional and local departmental research strategies and implementation of university's planning of research activity and support</li> <li>Concordat Working Group created a Goldsmiths definition of ECR and a statement of commitment to the groups this applies to. CWG to meet termly from 2019 and replace ECRG.</li> <li>CWG plan to meet termly from Jan 2019.</li> </ul>	Concordat Working Group; Graduate School; Research Services

Concordat Principle: Implementation and Review					
No.	Objective	Actions 2017-2019	Success measure	Update and Additional Actions	Responsible Group(s)
30	Develop better workforce planning, for the identification and retention of key researchers	Ensure the university is able to retain talented researchers who are identified as key contributors to the research culture for longer periods of time.	<b>Success measure:</b> 80% Departments will identify funds for bridging between contracts or to provide matched funding with a central scheme to retain talented researchers.	Due to changes in staffing this action has not been progressed. However, in line with the newly launched Goldsmiths Strategy, this action will be prioritised for the HR Excellence Action Plan 2019-21.	HR and Research Services.
31	CROS is a valuable local and national indicator of researchers' views of working in the sector and analysis the results of biannual CROS surveys will help refine the action plan to better serve the researcher community.	Increase engagement with CROS and PIRLS	<b>Success measure:</b> At least a 40% participation rate in biannual survey. <b>Evidence:</b> Recorded participation rate in 2017, 2019.	Our aim was to engage at least 40% of researchers in the CROS and PIRLS. The surveys are promoted through monthly newsletters and in briefings co-ordinated by Research Services, however, response rates continue to be low (20/ 24% responses to CROS and 9/ 21% to PIRLS in 2017). Engagement with the surveys will continue to be a priority in the 2019-21 action plan. We will engage more directly with colleagues to promote this, for example, Research Services will promote the survey to Heads of Department and Department Directors of Research.	Concordat Working Group, Research Services, Departments