

HR Excellence in Research Action Plan 2019-21

Our 2019-21 Action Plan has been developed to align with the 2019 Concordat to Support the Career Development of Researchers. Our priority is to enhance support for researchers at all stages of their careers, early, mid and senior, in order to make the most of their potential and help the College build and extend its capacity for excellent research. Our self-assessment was conducted with the input of research staff, including ECR from across Goldsmiths. As a result of this self-assessment we are setting out clearer accountability for researcher support and will establish more robust mechanisms for monitoring the engagement of research staff in Learning and Development, as well as tracking the career progression of researchers from ECR onwards. Our definition of ECR is included in our 6-year review report.

| Environment and culture | | | | |
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| Concordat principle | Current position | Actions 2019-21 | Timescale and measure | Lead |
| <p>1.1 Ensure that all relevant staff are aware of the Concordat.</p> | <p>The Concordat Working Group (est. 2018) has a responsibility for the formal governance of support for Research staff and ECR, and works closely with the Early Career Researcher Group (a broader network of ECRs from across the College) to publicise the Concordat and the College's approach to supporting the career development of researchers. Concordat developments / reviews have been shared with this network and members have been consulted as part of a review of ECR support.</p> <p>HR includes Concordat in new researcher contract packs in order to ensure all new researchers are aware of their entitlement to career development support.</p> <p>For every newly awarded research project, the Concordat forms part of the induction pack and is discussed at the Project set up meeting.</p> | <ul style="list-style-type: none"> HR will continue to include the Concordat in new researcher contract packs in order to ensure Researchers understand their roles, rights and responsibilities in relation to career development. Research Services will circulate the Concordat in induction packs for PI of new grants and include in Induction sessions. By Jan 2020 – REC Chair will circulate the New Concordat and HR Excellence in Research Action plan to all Departmental Directors of Research, REC, Research Services mailing lists to raise awareness of the Concordat and the steps Goldsmiths is taking to supporting the career development of Researchers. | <p>Concordat included in 100% of researcher contract packs (Nov 2019 – ongoing)</p> <p>Concordat included in 100% of PI Induction packs (Nov 2019 – ongoing)</p> <p>Snapshot survey of Research staff (June 2020) shows 80-90% of Researchers know about the Concordat.</p> | <p>Head of HR Data and Transactions</p> <p>Research Services</p> <p>REC</p> |

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| <p>1.2 Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.</p> | <p>Institutional policy is developed, implemented and reviewed in consultation with a number of stakeholders including trade unions and staff networks. New or amended policies go through the College Committee structure sign off. Researchers are consulted on policy developments via the Research and Enterprise Committee, which includes representation from researchers across academic departments. Equality analysis takes place alongside risk, budget, and health and safety management before a new policy or project is developed. Three years ago, Goldsmiths completed a largescale HR policy review to ensure all policy was up to date and in line with legal requirements. HR policies are accessible via Goldmine with updates and changes communicated through All Staff newsletters.</p> | <ul style="list-style-type: none"> Promote HR policies to PIs, Directors of Research and Heads of Department When conducting equality analyses of policies, encourage researchers to feed-in and identify equality issues that may affect Researchers, including ECR. | <p>Publicise HR policies to PIs and HoDs by June 2020</p> <p>Include Research staff and ECR as distinct group within Equality Analysis guidance</p> | <p>OD and Equalities Manager</p> |
| <p>1.3 Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.</p> | <p>Goldsmiths offers on-campus staff counselling, an independent and confidential staff assistance programme, an Occupational Health service and an on-campus gym. Our Staff Wellbeing and Engagement Manager works in partnership with the Student Wellbeing Service to co-ordinate the Mental Health First Aider programme.</p> <p>We launched a renewed Bullying and Harassment policy in 2016, setting out a zero tolerance approach to any form of bullying. The college then undertook a major project to improve the way we respond to, and actively prevent sexual harassment and sexual violence. A new policy and reporting system was launched alongside investment in specialist support and a comprehensive staff training programme. Over 1000 (50%) of staff have so far been trained in how to respond to disclosures of sexual violence.</p> | <ul style="list-style-type: none"> Embed discussions of staff wellbeing (including flexible working, work-life balance and workload) into PDR guidance and training for managers in order to ensure managers discuss and promote good mental health through effective management of workloads and staff. Publicise the refreshed PDR training and guidance directly to managers of researchers, via Research Services mailing lists and Heads of Department. Publicise the 'Against Sexual Violence' briefing sessions to Researchers and their managers. Send direct invites to any staff who have not attended. | <p>Launch new PDR guidance by June 2020. Deliver 1 additional PDR briefing for managers in 2020/21 (2 sessions) – aim for 30 mangers to be trained by 2021. Measure: 80% of training participants indicate they are confident in discussing issues of wellbeing during PDR.</p> <p>Target: By 2021 100% of Research staff engaged in training by Nov 2021</p> | <p>OD & Equality Manager</p> <p>OD & Equality Manager</p> |

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| | Each department manages workload modelling in its own way, this includes consideration for research, learning and teaching, and leadership and management. | <ul style="list-style-type: none"> Continue to promote awareness of how to access support in relation to issues of bullying and harassment (through staff news pieces and liaison with staff networks). | Issue 3 staff news pieces per year to raise awareness of support. | OD & Equality Manager |
| 1.4 Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health. | <p>Unconscious Bias (UB) training and trans awareness workshops are offered as part of the central Learning and Development programme. Additional EDI training is offered by departments. Between 2017 – 2019 130 staff were trained in UB and 60 were trained in Trans awareness.</p> <p>50 staff have participated in MH first Aider training</p> <p>Over 1000 (50%) of staff have so far been trained in how to respond to disclosures of sexual violence.</p> | <ul style="list-style-type: none"> Monitor the take-up of EDI training by Research staff and take steps to enhance engagement, e.g. by publicising training via departmental Directors of Research, Research Services and REC. Continue to deliver Mental Health First Aider training, encouraging Research staff to take part so that they are aware of how to support colleagues experiencing mental health difficulties. Deliver Mental Health briefings to managers of Researchers. | <p>Train at least 20 researchers in EDI by June 2021. Monitor take up and review targets thereafter.</p> <p>Train at least 45 MH First Aiders (Jan 2020 – Jan 2021)</p> <p>Deliver at least 2 MH Awareness sessions (40 staff) between Dec 2019 - Dec 2020.</p> | Staff Wellbeing & Engagement Manager |

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| 1.5 Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity. | <p>Goldsmiths is committed to promoting ethical practice in research. Goldsmiths subscribes to the UK Research Integrity Office. Research Integrity Annual Report on compliance submitted to UKRIOS and published on our institutional website.</p> <p>Research Services runs training sessions in ethics/integrity as part of their standard training sessions.</p> | <ul style="list-style-type: none"> Distribute the Research Integrity Annual Report in order to share good practice amongst Researchers and their Managers. Disseminate via Research and Ethics committee and send directly to researchers. Increase training provision in the area of Research Ethics so that researchers and their managers are aware of, and act in accordance with the highest standards of research integrity. | <p>All Research staff receive a copy on an annual basis (June 2020 and then annually thereafter)</p> <p>Organise 2x workshops on Research Ethics for 2019/20 (1 induction session +1 seminar). Target: 60 attendees.</p> | <p>REC</p> <p>Research Services</p> <p>Graduate School</p> |
| 1.6 Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve | <p>Academic departments are required to produce departmental research strategies setting out their approach to enhance the quality of the research environment. The strategies are circulated via REC and good practice is identified and shared. As part of REF 2021 Equality Impact Assessments are being undertaken to identify steps that can be taken to ensure the research environment is inclusive and that all researchers are supported to produce high quality research, regardless of their background. The Concordat Working Group, Early Career Researcher Group and Research and Enterprise Committee include researchers at different stages of their careers, enabling us to ensure that decisions about research training, ethics and integrity, and knowledge exchange is transparent and informed by the views of researchers.</p> | <p>Continue to involve Researchers (including ECR) in the Concordat Working Group (CWG) to oversee HR Excellence in Research action plan and researcher development framework over the next two years.</p> <p>Develop guidance to ensure Heads of Department and Directors of Research are aware of the steps they can take to support an inclusive and supportive research environment, including:</p> <ul style="list-style-type: none"> Supporting researcher development Undertaking regular PDR Informing staff of flexible working and family friendly policies Promoting equality and diversity through recognising the work of researchers from under-represented groups | <p>Launch guidance and webpage by September 2020</p> <p>Snapshot survey with researchers indicates they feel involved in decisions and that their development is supported (80% responding positively by 2021)</p> | <p>REC</p> <p>OD & Equality Manager</p> |

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| <p>2.1 Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.</p> | <p>Recruitment With the exception of named researchers, all vacancies are advertised on the University website and through other media as required. Our online recruitment platform has standardised stages to be met to improve consistency for applicants. Recruiting managers are provided with recruitment training in developing JDs and Person Specifications containing clear and relevant criteria. All job adverts contain a statement about our commitment to equality and diversity and contain 'badges' relating to our Stonewall membership and Disability Confident. We apply a guaranteed interview scheme for disabled applicants who meet the essential criteria. Guidance is available on our intranet setting out how to arrange reasonable adjustments for disabled staff.</p> | <ul style="list-style-type: none"> • Launch new recruitment Policy and Guidance to ensure selection procedures are fair and consistent. Embed guidance on positive action and equality and diversity into recruitment guidance. • Review Recruitment and Selection training to ensure staff are fully aware of best practice and are applying the Goldsmiths Recruitment policy consistently. • Introduce a requirement for Chairs of Recruitment Panels to be trained in Recruitment and Selection to ensure fair and inclusive selection practices. | <p>Complete guidance and training review by June 2020</p> <p>Launch new Recruitment and Selection training for Chairs by June 2020 with the aim of training all-line managers (300 staff) by 2023 (150 / 50% by 2021).</p> <p>By June 2021 80% of training participants report a better understanding of how to apply fair and transparent recruitment and selection practices.</p> | <p>Deputy Director HR</p> <p>OD & Equality Manager</p> <p>OD & Equality Manager</p> |
| <p>2.2 Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and</p> | <p>University-wide Induction Researchers are invited to attend the New Staff Introduction, which includes presentations and discussion about Goldsmiths' Research and Enterprise strategy and research themes. 24% of new academic staff attended the New Staff Introduction event in 17/18 where key information about the College is shared.</p> <p>Department Inductions Departments allocate new Research staff to mentors; create opportunities to meet staff in research clusters</p> | <p>University-wide Induction</p> <ul style="list-style-type: none"> • Increase participation of Academic (incl. Research staff) in Goldsmiths Induction, in order to ensure researchers, have a consistent experience of induction. Achieve this by: <ul style="list-style-type: none"> - Requesting that HoDs encourage staff to attend. - Publicising dates via Research Services Induction for PIs and departmental Induction | <p>At least 50% of new Research Staff attend New Staff Introduction by 2021.</p> | <p>HR,</p> |

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| practices relevant to their position. | <p>and at staff meetings. 14 out of 17 departments assign a mentor to new appointees, 5 departments have one-to-one meeting with department director of research with researcher.</p> <p>Graduate School Induction 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 include RDF postcards and Vitae researcher booklets. In 2017/2018 around 70 PGRs engaged with induction activities.</p> | <ul style="list-style-type: none"> - Circulating an L&D calendar via REC and Departmental Directors of Research. <p>Launch ECR Induction programme</p> <ul style="list-style-type: none"> • Develop an ECR induction programme using an institutionally accepted inclusive definition of ECR. Induction processes will be defined and presented as a set of guidelines for departments, which will include “fair” workload models incorporating ring-fenced research time. <p>PHD Inductions</p> <ul style="list-style-type: none"> • Continue to deliver Graduate School Inductions so that PHD students are fully briefed on the professional development opportunities open to them | <p>Introduce ECR support package by Dec 2020</p> <p>Aim for at least 70 attendees in 2019/20</p> | <p>Research Services / HoDs and PIs</p> <p>Graduate School</p> |
| 2.3 Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers’ contributions, and the diversity of personal circumstances. | <p>Promotion pathways Pay progression for Researchers is in accordance with the Goldsmiths Framework Agreement. Guidance on Academic Promotions is available to all staff via the staff intranet and the Deputy Warden hosts. Academic Promotions briefings in the Autumn term. Heads of Department are required to undertake training in Academic Promotions as part of their induction, to ensure they are clear on the promotion pathways for staff</p> | <p>Recognition and Reward</p> <ul style="list-style-type: none"> • Develop awards to recognise and celebrate outstanding researchers at all career stages, as well as those who go above and beyond in their contributions to business or the local community. <p>Promotion pathways</p> <ul style="list-style-type: none"> • Consult with staff on the feasibility of developing academic career pathways for teaching, research and knowledge exchange, for these pathways to have clear promotion opportunities, and for key stages in these careers to be marked by clear and transparent indicators. • Review content of Academic Promotions briefings to ensure there is recognition of the full range of Researchers contributions and the diversity of experiences and circumstances, including the barriers to career progression | <p>Agree funding and launch awards by Dec 2020</p> <p>Consultation to begin by June 2021</p> <p>3 briefings per year (target 30 participants per year)</p> | <p>Director of Research, Innovation and Knowledge Exchange</p> <p>HR Director</p> <p>HR Director</p> |

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| | | <p>experienced by BAME and female academics and researchers.</p> <ul style="list-style-type: none"> Continue to host 'Academic Promotions' briefings for staff as well as targeted briefings e.g. for the Women's Leadership Network Host an additional Academic Promotions Briefings for Heads of Department with the aim of training all (19) by December 2020 | <p>1 Women's Leadership Briefing (target – 15)</p> <p>Additional Head of Department (HoD) briefings delivered 2020-2021 – train all 19 HoDs by Dec 2020</p> | <p>Deputy Warden</p> <p>OD & Equalities Manager</p> |
| <p>2.4 Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.</p> | <p>Line Management training Research Managers, Heads of Department, PIs and other staff with line management responsibilities have access to training and resources on effective line management, including:</p> <ul style="list-style-type: none"> Guidance on PDR, Sickness Absence Management, Equality and Diversity Management Skills refresher training Leadership and management training, including 'New and Aspiring Managers'; 'Leadership Conversations' and 'Preparing to Lead a Department'. Difficult conversations. Unconscious Bias Advance HE Aurora and Diversifying Leadership <p>In 2017/18 44 Academic staff took part in leadership and management training co-ordinated by HR.</p> | <ul style="list-style-type: none"> Review Leadership and Management training to ensure it addresses the specific responsibilities of Research Managers and Heads of Department to support researchers. Advertise Goldsmiths' Management Development programmes to Researchers and PIs so that they have opportunities to reflect on, and enhance their management skills. Begin monitoring participation rates for researchers and set specific targets for participation in 2021/22. | <p>Complete review with input from researchers by June 2020</p> <p>Increase number of academic staff engaging in management development programmes by 50% (from 44 academic staff in 2017/18 to 62 in 2021). Set specific targets for researchers by June 2020</p> | <p>OD & Equalities Manager</p> <p>OD & Equalities Manager</p> |

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| | Currently the college does not offer Project Management training, but resources are available on the staff intranet. Following feedback from staff in 2019, we will introduce project management training in 2020. | <ul style="list-style-type: none"> Raise awareness of the Concordat with Research Supervisors (e.g. their role in supporting the career development of PGRs) through supervisor training - Hold 1 professional development themed session for 2019/20. Target: 15 attendees. Launch Project Management training and encourage research staff to participate | <p>Hold 1 professional development themed session for Supervisors 2019/20. Target: 15 attendees.</p> <p>Launch training by June 2020 aim for 20 participants (incl. 3 Researchers)</p> | <p>Graduate school</p> <p>OD & Equalities Manager</p> |
| 2.5 Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation and decision-making | <p>Performance Development Reviews (PDR) All staff have an entitlement to Performance Development Review, however Athena Swan 2019 survey responses indicate around 40% of staff engage with PDR on an annual basis. Our 2017 review of support for ECR also highlighted a desire from departments to strengthen our PDR process.</p> <p>Promotion Research staff apply for promotion through the college Academic Promotions procedures and workload allocation is managed at department level. The college will review Academic Promotions briefings for Heads of Department to ensure excellent people management is embedded as part of their role to support the career development and progression of researchers. (See actions for Objective 2.3)</p> | <ul style="list-style-type: none"> Promote the Goldsmiths PDR process to researchers, PIs and Heads of Department. Review PDR guidance for staff and managers to ensure they are used as an effective tool for supporting career development and to ensure they cover topics relevant to researchers at all stages such as (i) time to develop own research (ii) longer term career planning (iii) careers outside of academia (iv) research environment (v) work-life balance. Test online professional development planning (PDP) and progress monitoring tool (Inkpath) for PGRs by October 2019. Roll out to all PGRs in 2020/21 if testing phase is successful* (Contingent on further funding becoming available). | <p>Review guidance by September 2020 Survey respondents report engaging with PDR (aim to achieve 50% by 2021 and an increase of 10% thereafter).</p> <p>80 students and supervisors engaging with Inkpath by September 2020</p> | <p>OD & Equalities Manager</p> <p>Graduate School</p> |

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| | | <ul style="list-style-type: none"> Steps to increase transparency of promotion procedures have been set out under action 2.3 | | |
| <p>2.6 Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.</p> | <p>The number of fixed-term contracts is monitored by HR to ensure the use of fixed-term contracts are kept to a minimum. However, 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.</p> | <ul style="list-style-type: none"> Publish findings of the review in order to develop a clearer understanding of reasons for appointments of staff on FTCs, and the operationalisation and application of the end of a contract. Include data on FTC in the annual planning dashboard for Heads of Department. Develop a package to allow students who have successfully completed their PhD at Goldsmith a continuing affiliation with Goldsmiths, including a have library card; alumni email address; opportunity to join a mentoring programme; and opportunity to access dedicated internal funding opportunities. | <ul style="list-style-type: none"> Complete review by Dec 2019 Heads of Department have reviewed FTC data by June 2019 Introduce post-PHD support package by Dec 2020 - all students who have completed their PHD will have affiliation. | <p>HR Consultant</p> <p>Head of HR Data and Transactions</p> <p>Pro-Warden Research and Enterprise</p> |
| <p>2.7 Consider researchers and their managers as key stakeholders within the</p> | <p>Institutional policy is developed, implemented and reviewed in consultation with a number of stakeholders including Researchers and their Managers.</p> <p>New or amended policies go through the College Committee structure sign off. Researchers are consulted</p> | <ul style="list-style-type: none"> Continue to ensure organisational policies are considered via REC and other forums involving researchers. | <ul style="list-style-type: none"> Termly REC meetings – ongoing <p>See 1.2 for actions and measures</p> | <p>REC</p> |

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| institution and provide them with formal opportunities to engage with relevant organisational policy | on policy developments via the Research and Enterprise Committee, which includes representation from academic departments. Researchers' managers (e.g. Heads of Department) are consulted through senior management team meetings and forums such as the Warden's Advisory Group. | <ul style="list-style-type: none"> See action 1.2 for further steps, including adding researchers and ECR as distinct stakeholder group within equality analysis process. | | |

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| 3.1 Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors. | <p>The internal review and self-assessment against the new Concordat identified significant areas for improvement in the way in which we co-ordinate and measure the impact of initiatives designed to support the career development of researchers at Goldsmiths. As a result of this self-assessment we are setting out clearer accountability researcher support. Responsibility for the career development of researchers falls across a number of different functions at Goldsmiths, where the roles are broadly as follows:</p> <ul style="list-style-type: none"> Human Resources has primary responsibility for the support and development of all staff, including researchers. Research Services has primary responsibility for providing targeted support to researchers in the form of research workshops to help researchers develop their research careers. | <ul style="list-style-type: none"> Appoint a dedicated member of staff within Research Services to oversee a coherent and integrated programme of research support, with the aim of increasing attendance at research support events and raising the profile of early career researchers within the College. Consult with Researchers, Unions and the wider community to identify the steps that may be taken to meet the Concordat recommendation of 10 professional development days per year. Monitor the engagement of Research staff in HR Learning and Development Activities. Publicise Learning and Development Programme directly to Researchers and via Heads of | <p>Appoint role by Dec 2020.</p> <p>Complete consultation by June 2021 and report recommendations to REC</p> <p>Increase Academic staff participation in L&D from 130 in</p> | <p>Director of Research, Innovation and Knowledge Exchange</p> <p>OD and Equality Manager</p> <p>HR</p> |

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| | <ul style="list-style-type: none"> Academic Departments – have primary responsibility for providing the environment, research cultures and support to support all their researchers in the development of their careers. <p>We will review resources within HR and Research Services to ensure a more co-ordinated and effective strategy for supporting the career development of researchers in the future.</p> <p>The College does not currently have a policy on the minimum number of professional development days for staff. PIRLS data - 6 out of 9 researchers had less than 3 development days a year, 2 out of 9 had more than 3. This suggests low take up of development activity.</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&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&D activities.</p> <p>Research Services offer workshops targeted at Research staff. Attendance is low, with around 8 participants per session. Our aim is to enhance the offer and participation rates</p> <table border="1" data-bbox="427 1281 1010 1366"> <tr> <td>Research Services Workshop (2018/19)</td> <td>Attendees</td> </tr> </table> | Research Services Workshop (2018/19) | Attendees | <p>Department and Department Directors of Research.</p> <ul style="list-style-type: none"> Research Services - Deliver a tailored academic and researcher development programme to ensure the research community is kept abreast of changing requirements within the research landscape, including: <ul style="list-style-type: none"> research funding clinics, research proposal surgeries, sector related events regulatory compliance Develop a dedicated website to promote academic skills aligned to the RDF with the option to download the career tracker. Continue to deliver Research Methods Training for PGR | <p>2017/18 to 200 in 2021 (50% increase)</p> <p>4 sessions with at least 12 attendees (18/19 3 sessions with average 8 attendees)</p> <p>Launch webpage by June 2021</p> <p>Participation rates on par with previous years (30 in 2018/19)</p> | <p>Research Services</p> <p>Research Services</p> <p>Graduate School</p> |
| Research Services Workshop (2018/19) | Attendees | | | | | |

| Professional and career development | | | | | |
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| | Nvivo entry level training | 9 | | | |
| | IP workshop by Vitae | 7 | | | |
| | Nvivo intermediate level training | 8 | | | |
| 3.2 Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers. | <p>All staff have an entitlement to Performance Development Review. The PDR process involves discussion and feedback on performance and achievements during the past year, as well as the opportunity to explore goals and development priorities for the coming year. Academic staff are required to undertake a PDR prior to submitting an application for promotion.</p> <p>PDR is not compulsory and records are not shared with HR. As a result, we do not have data on the completion rates of PDR across the College. We conducted a survey as part of Athena Swan, which indicated that around 40% of staff engage with PDR on an annual basis.</p> | | <ul style="list-style-type: none"> Ensuring managers have training, structured support and time to engage in meaningful career development reviews with their managers is a key priority for Goldsmiths. We intend to address this initially through strengthening our PDR process. Actions to improve PDR have been set out under Objectives 2.5, 2.6 and 3.6 | Review PDR guidance by September 2020 | HR |
| 3.2 Ensure that researchers have access to professional advice on career management, across a breadth of careers. | <p>Currently support for Researchers in managing their career happens at department level, through line-managers and mentors. We do not have a centrally-monitored approach to supporting researchers in considering broader career goals.</p> <p>HR offer 1-1 coaching and career coaching via our Employee Assistance Service. Take up of 1-1 coaching by researchers is low (2 participants in 2017-18/2018-19).</p> | | <p>Publicise to Researchers the career coaching available through Employee Assistance Service and the 1-1 coaching offered through HR, in order to support them in reflecting on and identifying their career aspirations.</p> <p>Publish and promote mentoring guidance across departments, ensuring it contains guidelines on mentoring for researchers.</p> <p>As part of the Commitment to Early Career Researchers REC will request that academic</p> | <p>Publicise coaching options to Researchers via Department Research Directors and HoDs. Increase take-up from 2 – 4.</p> <p>Publish mentoring guidance by March 2020</p> <p>REC monitor commitment to provide</p> | <p>OD & Equality Manager</p> <p>OD & Equality Manager</p> <p>REC</p> |

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| | | departments report on mentoring for RAs and ECRs, as well as other expectations on this. | mentoring through annual report (from April 2020 onwards) | |
| 3.4 Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills. | <p>Researchers are 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.</p> <p>The staff intranet contains guidance on public engagement, consultancy, enterprise.</p> <p>Funding for projects, networking and conference attendance Department review findings show that 12/17 departments offer researchers individual support for Researchers to pursue their own projects and to support conference attendance. Sums range from £1,500-500 for staff and; £150 - £500 for PHD students. Some depts. have an automatic allocation and a competition for further/extra funding. The ECR funding scheme ran successfully for third year with 11 awards made to largely networking activities;</p> <p>Other internal funding schemes such as Alumni Fund and Public engagement fund offer opportunities to fund research activity. The Graduate School supports the career development of PGRs through the Graduate School Fund (GSF). GSF awards are made three</p> | <ul style="list-style-type: none"> • Include briefings on social media/online presence as part of Researcher Development programme. • Support researchers to develop research profiles on Goldsmiths website. • Publicise Leadership and Management programmes to Researchers, encouraging them to participate in programmes that will support them with their career development. • Continue to deliver ECR funding scheme and Graduate School fund to support researchers to develop their research identity and leadership skills | <p>Deliver 2 briefings on social media per year</p> <p>By June 2021 more than 80% of researchers have developed a profile on the college website</p> <p>Aim for 2 Researchers to have participated in leadership programme by 2021. Monitor interest and set new targets for participation by June 2021. Share guidance on staff intranet, circulate via Research Services (by Sept 2020)</p> <p>Continue to support researchers with opportunities to access funds to invest in</p> | <p>Research Services</p> <p>Research Services and Comms</p> <p>REC</p> |

| Professional and career development | | | | |
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| Concordat principle | Current position | Actions 2019-21 | Timescale & Measure | Lead |
| | 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. | <ul style="list-style-type: none"> Encourage PIs and line managers to identify opportunities to delegate project management responsibilities to create learning opportunities for their researchers. CWG to share good practice examples of where delegation has worked well to support the career development of researchers. | career development. Report annually to REC Examples of good practice shared and (by June 2021) 70% researchers report having had more opportunities to lead as a result of project delegation (snapshot survey). | CWG |
| 3.5 Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this. | Researchers at Goldsmiths are encouraged to participate in public engagement activities which presents opportunities to work across sectors. However, this is not formally recognised as part of the CPD of researchers. There is currently no co-ordinated approach to supporting researchers in developing networks across different sectors. | <ul style="list-style-type: none"> Encourage Researchers to participate in interdisciplinary or cross-sector leadership programmes to enhance opportunities to collaborate with colleagues in different sectors. Share guidance on networking to support Researchers in broadening their contacts in different industries. | Aim for 2 Researchers to have participated in leadership programme by 2021. Monitor interest and set new targets for participation by June 2021. Share guidance on staff intranet, circulate via Research Services (by Sept 2020) | OD & Equalities Manger |
| 3.6 Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career | HR does not currently monitor engagement of Research staff in Learning and Development activity. We do monitor take-up by Academic staff as a whole, but will begin to disaggregate this in order to gain a better understanding of the experiences of Researchers at Goldsmiths. | <ul style="list-style-type: none"> Monitor participation rates and develop actions to increase engagement across all HR-led L&D provision. | Analyse participation rates (Dec 2019). Take steps to enhance participation (March 2020) Report on Researcher engagement in L&D to the HR and Equalities | OD & Equalities Manager |

| Professional and career development | | | | |
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| Concordat principle | Current position | Actions 2019-21 | Timescale & Measure | Lead |
| development reviews. | <p>PDR forms are not submitted to HR, there is no mechanism for tracking completion or central monitoring of the development priorities for staff, including Research staff.</p> <p>On the basis of academic departments' own definitions, it was estimated at that time that ECR represented around 206 FTE staff.</p> | <ul style="list-style-type: none"> Introduce a mechanism for HR to collate the Development priorities of staff through the PDR system <p>Develop a means of monitoring the number of ECR amongst staff through our HR database in order to better track ECR career progression and identify appropriate support.</p> | <p>Committee as part of annual L&D report (June 2020)</p> <p>HR able to collect and analyse staff development needs and PDR completion rates June 2021.</p> <p>Number of ECRs at Goldsmiths published and data used to understand development needs.</p> | <p>OD & Equalities Manager</p> <p>Head of HR Data and Transactions</p> |