

GOLDSMITHS HR EXCELLENCE IN RESEARCH, 4 YEAR REVIEW: ACTION PLAN, 2016-20

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.



DETAILED ACTION PLAN/CONCORDAT PRINCIPLE: 2016-2020						
33 actions have been identified in our action plans from 2012 - of these 14 are carried into 2016-18 as actions to be developed and a further 18 to be monitored to ensure they are practice; CIG will manage these 33 actions in 2016-2018.						
Our key areas to develop (see worksheet "2, Priority Actions") are: promotion of PDRs, establishing a mentoring scheme, expansion of internal funding schemes, and submission/attainment of an Institutional Bronze Athena SWAN award.						
Responsible Groups at Goldsmiths:						
CIG - Concordat Implementation Group						
REO - Research & enterprise office						
TaLIC/GLEU - Teaching and Learning Innovation Centre						
HR-Human Resources, E&D, Staff Development						
REISC - Research Ethics & Integrity Sub Committee						
REC - Research & Enterprise Committee						
Comms- Communications Team (Professional Services)						
Departments (18)/Schools (3)						
RFO - Research Finance Office						
ROAM- Responsible Open Access & Metrics Working Group						
Athena SWAN SAT (Self Assessment Team)						
CONCORDAT PRINCIPLE & MANAGEMENT & IMPLEMENTATION	Action No.	Description of action, success measure(s) and evidence	Measurement/success measures - added to plan March 2017	Status of action/ Target date	Description of updates on actions/further information	Responsible Group(s)
Management & Implementation	1	<p>University will closely monitor particular aspects of the Research & Enterprise strategy implementation plan in regards to facilitating the training and development of early career researchers - the Graduate School, Concordat Implementation Group and Research Office will provide progress reports detailing support initiatives to REC meetings throughout the year.</p> <p>Additionally, transfer of information between senior management and higher level academic committees determining strategy and the groups organising ECR activity is vital to a congruent institutional approach.</p>	<p>Objective: Common practice that ECRs are included in institutional and local departmental research strategies and implementation of university's planning of research activity and support.</p> <p>Success measure: At least one ECR is appointed as a member of a formal research related Committee. Being mindful that particular aspects of the agenda will require confidential discussions where the ECR would act as an observer.</p> <p>Evidence of success: (a) CIG to collate data from REC minutes and supporting papers, such as Graduate School Board, Research Themes updates, confirming ECR activities and membership and report statistics annually in the report to REC and the Heads of Department. (b) CIG to request Departmental Business Managers annually to provide data about ECR membership on departmental committees; this data will be added to the action plan update column. (c) Regular ECR representation in groups directly involved in researcher development, eg Graduate School Board, departmental committees, CIG, and on higher level committees. (d) Longer term: formation of a formal Researcher Development Committee within the Academic Committee structure, reporting to REC.</p>	<p>Practice Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p> <p>2017/18 - mtg dates to be set in May 2017 meeting.</p>	<p>Overview: REC meets 3 x per year. REC is the parent committee of the Graduate School Board (GSB) and the Concordat Implementation Group (CIG), both of whom work to implement career development support for ECRs. Both GSB and CIG meet 3 weeks before REC so that current concerns can be presented at the parent committee. Since Sept 2012, there have been 12 meetings and items pertaining to ECRs have been discussed at 10 meetings (83%; mtgs 21.11.12- REC/7; 8.5.13- REC/9; 2.7.13-REC/10; 20.11.13-REC/11; 14.3.14-REC/12; 5.6.14- REC/13; 27.5.15-REC/15, 11.11.15-REC/16 ,3.3.16- REC/17 , 15.6.16 -REC/18,). Minutes are available at: http://www.gold.ac.uk/governance/committees/</p> <p>2015/16: February 2016: A new R&E strategy was launched, https://goldmine.gold.ac.uk/NewsEvents/Documents/REStrategy.pdf. The new strategy aims to "We will 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."</p> <p>2016/17: CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17; REC mtg dates: 11/11/16, 2/3/17, 24/5/17. Additional information about career support for ECRs will come from Department Research Committees and actions in the institutional Athena SWAN action plan.</p>	CIG; Graduate School; REO
Management & Implementation	12	<p>Develop better workforce planning, for the identification and retention of key researchers.</p> <p>Launch of a new HR/Payroll System will make available Management Information to depts to assist in workforce planning.</p> <p>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.</p> <p>Launch of HR/Payroll System in september 2015. Success will be evidenced by the habitual analysis of MI by Heads of Department to shed light on the gaps and trends in the current and future workforce in order to facilitate better planning in partnership with HR.</p> <p>Identification of key researchers is likely primarily to be at PI/departmental level and policies such as provision of bridging funds (action 11) will be helpful in supporting this.</p> <p>The planned Researcher Development Programme (being announced by RO in Spring 2017) will use this information to provide information to nominated individuals, amongst others, to strengthen the support pipeline.</p>	<p>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.)</p> <p>Success measure: >80% Departments will identify funds for bridging between contracts or to provide matched funding with a central scheme to retain talented researchers.</p> <p>Evidence: Responses from surveys, including CROS and PIRLS, from meetings with researchers and ad hoc anecdotal comments combine to indicate satisfaction rate of >75%; management information demonstrates lower proportion of short-term FTCs issued.</p> <p>(a) Data collation activities in Action 1 will record ECR appointments to committees and ECR-focussed items raised on university committees. (b)RO/departmental correspondence and attendance records will confirm that key researchers are identified and supported in the programme; currently, we do not have data on the number of researchers in this category.</p>	<p>Incomplete/ in progress</p> <p>Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p>	<p>2013/14: November 2013: Director, HR, a member of SMT since November 2013 has access to high level reporting in annual planning rounds where workforce needs are discussed. Recent appointments in key roles: Pro Warden (interdisciplinary development) (until end 2015). 2016/17: Academic Director of Research Policy and Academic Lead for Early Career Researchers latter two from 1 September 2016, are designed to develop mechanisms to support research career pipeline.</p>	Principal Investigators, HR, Departments (via Departmental Research Committees), SMT

Management & Implementation	20	<p>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 the Concordat including involvement with Vitae and the support and development of researchers. CIG meetings to be held 3 weeks before Research & Enterprise Committee [REC] meeting so that items can be escalated/reported to the parent committee efficiently.</p> <p>CIG membership from 2012 is shown in worksheet 4 and on the Researcher Development website in Goldmine.</p> <p>Additional information: see Action 1: longterm aim for formal sub-committee to REC to be established to focus on ECR issues - this committee is likely to act as the steering group for CIG, which has the status of a working group, has a large and flexible membership.</p>	<p>Objective: To ensure successful management of the university's obligations under the Concordat.</p> <p>Success measure: The CIG provides strategic direction to the compliance of the Concordat by identifying, recommending and implementation of effective and efficient mechanisms to support the development of researchers and their department across our academic community.</p> <p>Evidence: (a) User statistics for Vitae by staff can be collected. CIG membership is visible on Goldmine page, https://goldmine.gold.ac.uk/AdviceInformation/pages-researcher-development-and-support-cig, and is demonstrably covering all academic Schools, levels of staff and professional services. Membership is reviewed annually with aim of >50% members being academic staff with a high proportion of current ECRs. (b) attendance lists show attendance of 25-30 people and feedback from events collected. (c) Published dates (including documentation such as meeting agendas and minutes) confirm dates of meetings. (d) Revisions to the action plan, which is reviewed as a standing item at most of the CIG meetings, are published on Goldmine.</p>	<p>Practice</p> <p>Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p>	<p>Updating the action plan is a standing item for each meeting and most of our discussions emerge as additional actions; the updated action plan captures the notes from the meeting.</p> <p>We also report news on the Researcher Development site in Goldmine, in monthly REO newsletter, re.search, and in Staff News bulletins.</p> <p>Goldsmiths is a member of Vitae and a number of staff members have attended training events and the Vitae annual conferences; membership subscription is administered as part of Research Office budget, along with subscriptions to <i>ResearchProfessional</i>, UKRO and UKRIO.</p> <p>(1) Goldsmiths will continue their membership of Vitae in 2016-17. (2) CIG Coordinator will continue to attend meeting of local researcher developer networking groups (FoREST, SERD) and the annual Vitae regional meetings.</p>	CIG/REO
Management & Implementation	22	<p>Annual data collection within Goldsmiths: annual short "snapshot" online survey and focus groups focussed on provision at the university to be conducted with researchers and PIs. RO, in liaison with RF and Departments, will keep up-to-date records of researchers to ensure that as many of the community as possible can be contacted and asked to participate. These activities are addition to CROS/PIRLS and to other sector surveys and are designed to help create a complete picture of researchers' experiences.</p>	<p>Objective: To ensure that the Concordat and its requirements are understood by the research community for whom it has been devised and to better understand the requirements of our own community.</p> <p>Success: Goal participation in planned survey in October 2017 > 40%. Ideally the participants will be spread across the Schools and departments.</p> <p>Evidence: Response level >40% and focus groups number 20-25 people per session.</p>	<p>Incomplete/ in progress</p> <p>Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p>	<p>Brief internal surveys of researchers' views are run annually with 10-15 tick-box style questions; the information is used in conjunction with information from training sessions, from CIG members, and anecdotally to find out concerns of the researcher staff groups. The establishment of a Researchers' Forum (action 53) would assist further in our intelligence gathering.</p> <p>2016/17 Internal short snapshot survey (10-15 questions) run in June 2016 – annual covering questions on: induction, PDR, mentoring, meetings attendance, networking, departmental support, conferences attended and publications. Participation level in June 2016 higher than CROS 2015 (see action 12).</p>	CIG
Management & Implementation	30	<p>Visual Identity for Goldsmiths' Researchers - creation of a unique identifier and use of the HR Excellence in Research logo.</p> <p>Goldsmiths' Researchers: CIG does not have a visual and independent identity for communications and this is seen as making our work similarly less visible leading, we believe, to lower attendances at meetings which are not easily distinguishable from other activities. Staff Development and the Research Office allocated funds for us both to run a competition for our design students to invent a visual identity for Researchers at Goldsmiths (in both web and print formats) and for printed documents/flyers and e-flyers/e-documents to be created from the design.</p> <p>HR Excellence in Research logo. The logo is used quite sparingly on the website and in documentation and adding the logo in additional sites associated with researcher development would better publicise the work being undertaken by CIG, and other groups in Goldsmiths in ECR career support. As in action 58, this new action was devised in summer 2015 to address the same issue of ECR-development events not being recognisable enough to our ECRs. We aim to monitor both usage of the logo and attendance at events.</p>	<p>Objective: to ensure that events, announcements and guidelines designed to attract ECRs are recognisable as such (in comparison with formats used by Staff Development, TaLIC, Library for events open to more general audiences). We are mindful that a number of PGR do not associate themselves as 'students' therefore narrative in promotional material will need to identify the group as PGR as a discreet group.</p> <p>The current development of the Researchers Development programme by RO may involve development of a specific visual identity for this programme and this VI, in order to best promote the new programme, may supercede the VI developed for the CIG group.</p> <p>We will continue to use the VI and review its usage as the new programme is developed and more information becomes available. Next revised by CIG - September/October 2017 meeting.</p> <p>Success measure: Visual identity in use on webpages and documentation and recognisable by stakeholders.</p> <p>Evidence: (a) improved attendance at events and larger numbers of enquiries about career support, responses to emailings and surveys. (b) General awareness to be tested in surveys and anecdotally from DBMs, departmental and school teams who work with ECRs. (c) Question to be included in our short survey in October 2017 and in focus groups about Vitae, HR Excellence in Research, and also: Athena SWAN, Stonewall to monitor knowledge in constituency about these organisations and their</p>	<p>Practice; Templates - June 2016; Regular usage and monitor at 31 July 2017.</p>	<p>2014/2015: (1) Karen to contact Matt Ward and Juliet Sprake, in-coming and outgoing HoDs, Design, to be contacted to set up competition brief. Ideally design agreed for launch in November 2015. (2) Chair to speak to Communications about design rules of new website/ documentation for external audiences to inform brief. (3) CIG to review designs at next meeting. (4) Beth King, Branding Manager for Goldsmiths, will help judge the entries and work with winning designers to translate visual identity into a series of promotional templates (for web, print etc). 2015/16: (1) Design by are Rebecca Glyn-blanco and Danae Papazymouri was selected. (2) Nadine Jarvis, Beth King and designers to work together to transfer design into a series of templates for use on web/print to be in place for January 2016 (3) Mtg on 13.1.16 with designers, Beth King, Nadine Jarvis, Lynda Agili and Karen Rumsey to agree creating templates for posters, e-flyers, web page from design. Beth King, Comms, to provide indesign templates and fonts. VI to be shown on 4/5/16 mtg (templates due on 2/5/16). (4) Visual identity – two options developed by Beth King; CIG voted to adopt DRUK-font option. (5) InDesign templates delivered (5.5.16) to be used for programmes on Annual Researchers' Day, 13 May 2016. (6) Adobe InDesign software training course to be undertaken by 2-3 members of CIG to use templates for events (June 2016).</p>	CIG, Comms
Management & Implementation	32	<p>Promotion of CIG's activities at School and Department levels: Departments: Reports on the work of CIG over the past year to be communicated to Departmental Research Committees and Boards as a short narrative report during summer. Deadline: September in time for Departmental meetings in new academic session.</p> <p>School: regular update/standing item for ECR support and issues arising by CIG to be requested as part of termly School meetings.</p>	<p>Objective: to ensure that CIG's work in implementing the Concordat is known and that the needs/activities of Departments and Schools in managing researchers are known to CIG to better inform the Group's work.</p> <p>Success measure: (a) CIG update is regular annual agenda item at the Schools' meetings. (b) Annual update and attendance at School meetings receives positive feedback from recipients about distribution of information and greater awareness of the group's work (eg increase in event attendance, application for networking grants.).</p> <p>Evidence: (a) Improved attendance at events and larger numbers of enquiries about career support, responses to emailings and surveys. (b) General awareness to be tested in surveys and anecdotally from DBMs, departmental and school teams who work with ECRs. (c) Focus groups of PIs will include DBMs and Departmental Directors of Research and we will use these meetings to collate information about how best to disseminate information into academic departments. Focus groups will be held in summer/autumn 2017 after the annual reports sent to Departments during July.</p>	<p>Practice; Report on 2016/17 activities by 31 August 2017</p>	<p>2014/15: 18.8.15, emailed report to HoDs for dissemination to departments. 2015/16: 8.6.16, Report posted on researcher development site in Goldmine and email sent to HoDs with the report attached. Agreement by Schools - 30 September 2017 (for inclusion in agendas in 2017/18)</p>	CIG, Departments, Schools

1: Recruitment & Selection	<p>2 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 hereafter) will monitor progress and review code, in consultation with HR and Trades Unions, as required by changes in the Concordat on Management of Research Careers, good practice in the sector, and in response to evidence from researchers, departments, that code is not effective. (see 3.2)</p> <p>Research managers and researchers to be made aware of the code as an essential tool.</p>	<p>Objective: Code of Practice is recognised and actively used; code is reviewed for fitness for purpose regularly.</p> <p>Success measure: All researchers will be in possession of the Code of Practice. This will be validated by a question post the focus group and in the researcher survey.</p> <p>A web link to the Code of Practice will be included within the respective question on the researcher survey as to increase visibility.</p> <p>A copy of the Code of Practice is also included within the new employee appointment pack in addition to distribution by the Research Finance Team for new research Principal Investigators (PI).</p> <p>Evidence of Success: (a) CIG to review Code of Practice to ensure congruent with UK code of practice, any updates/revisions in university HR policies, and references/internet links correct in time for academic session 2017/18. NB: As Goldsmiths is making an application for Athena SWAN accreditation in 2017, some information/findings from that process may influence content. (b) CIG, via RO, to ask RF to include Code of Practice in documentation sent to new grant holders for the new grant induction sessions to ensure that PI is aware of code. Aim to agree as practice by start of academic session 2017/18. (c) Question included in annual staff & researcher surveys/ECR meetings to confirm constituency is aware of the code and uses it in planning. Results are reported to CIG and included in documentation from meetings.</p>	<p>Practice</p> <p>Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p>	<p>2013/14: - Launch event for Code of Practice was held in October 2013; 23 research managers attended. Two new professional training days were held in October 2014, and October 2015 and annually thereafter, for research managers and researchers.</p> <p>2014/15: The HR Excellence Action plan, Code of practice and checklists were made publicly available on the website, www.gold.ac.uk, http://www.gold.ac.uk/research/researchstaff/, and staff intranet, Goldmine, https://goldmine.gold.ac.uk/AdviceInformation/pages-researcher-development-and-support-cig, with updates from 28 August 2012.</p> <p>2015/16: September 2016: HR to include Code of Practice document and checklists (as a single document) in contract packs sent to new Research Staff (action 41).</p> <p>2016/17: RF team to include Code of Practice document in new grant induction materials/session with PIs.</p> <p>2012-2018: CIG meet 3 times a year to discuss implementation and address issues as they arise; a standing agenda item is review/update of the action plan and revised plans are posted to the Goldmine intranet site.</p>	HR; Internal Comms; CIG.
1: Recruitment & Selection	<p>3 The university is in the process of reviewing its approach to recruitment and selection to ensure that selection procedures are sufficiently robust and effective in attracting excellence.</p> <p>Success measure: HR-developed recruitment/selection system supporting concordat principles adopted university-wide. Documentation/advice from HR accessible to all staff.</p> <p>Evidence: All appointments managed/monitored by HR to ensure compliance with the university's recruitment system.</p>	<p>Objective: Recruitment and selection processes are inclusive and diversity aware as to attract the best candidate.</p> <p>Success Measure: Data will demonstrate that the range of applicants meet the diversity range of the sector norm supported by processes that ensure there are no obstacles to appointment.</p> <p>We are mindful of the implication of BREXIT and costs of living in London which will have adverse effects in selecting and recruiting excellent researchers.</p> <p>Evidence of Success: (a) CIG to ask Staff Development team in HR to provide data about staff attendance at Recruitment and Training and unconscious bias sessions annually, and that this meets HR targets for attendance at such events. (b) CIG to request HR team to provide information annually about changes in recruitment and selection policies that can be disseminated via networks as part of keeping constituency up-to-date. (c) "Have you been recruited in the last 2 years?" is a mandatory question in Section 3 of CROS (and leads to a series of non-mandatory questions about</p>	Complete: 2014/15	<p>2014/15: HR Operations team issued revised guidelines on recruitment and selection in 2014. Recruitment information is available at: http://www.gold.ac.uk/working/; and on intranet at: https://goldmine.gold.ac.uk/PoliciesForms/Pages/For-those-with-line-management-responsibilities.aspx.</p> <p>2016/17: Leah Gilbert, HR, has joined CIG. "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 practices 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.</p>	HR
1: Recruitment & Selection	<p>4 Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services (eg HR/Staff Development, CIG, REO, TaLIC, Library Services, Careers Centre), ensuring provision is complementary to Department/School-based opportunities.</p> <p>There will be pro-active promotion of development opportunities offered by organisations with which university has an institutional subscriptions (such as UKRIO, UKRO, Vitae, Workplace Assistance Programme) and offers from funding organisations (such as RCUK, ERC, Wellcome, etc) and publishing companies (such as Taylor & Francis, <i>The Conversation</i>). Funding organisations will continue to be invited to hold sessions at the university to promote their funding schemes.</p> <p>Promotion of local inter-London universities secondment scheme, <i>Outsight Insight</i>, http://www.heioutsidesight.co.uk/index.html, will offer options to ECRs to view other institutions and posts.</p> <p>This is aimed towards ensuring equal access to all staff regardless the contractual terms of their employment (whether full- or part-time) and ensure staff employed on fixed term or permanent contracts are supported with identifying future opportunities and assistance is provided as to managing their career trajectories.</p> <p>This will include consideration of provision for staff working off-site, those dealing with sensitive materials, and other specific needs as they arise.</p> <p>RO to identify ECRs from research applications data and develop targeted support plans. Individualised support may be offered to researchers keen to take advantage of the university's "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 (eligible after 3 yrs' service and for periods from 3 months to a year).</p> <p>Regular review of provisions and researchers' expectations in the sector from Vitae, RCUK and via CROS results, will be part of this action to ensure that the provision remains current and</p>	<p>Objective: To ensure that all researchers have equal access to the provision of developmental opportunities to allow them to progress in their career and mobility.</p> <p>Success measures: At least 60% of researchers have undertaken at least five days per annum of developmental events, including conferences, leadership training internal initiatives (eg departments, HR, RO, TaLIC, CIG).</p> <p>Sources of evidence: (1) Records of attendance at events will be collated to present a baseline picture of attendance. Phase 2, Agresso should allow this evidence to be collated, stored and accessed centrally in a single source (action 21). (2) Results from CROS (enhanced by benchmarking options for UK-wide and London-wide cohorts) will be used as data to cross-reference and to provide evidence of satisfaction with provision; information on annual number of days training and level of recording CPD will also be generated. CROS will be run in May 2017. (3) Within university, annual focus group and short survey will be used to cross-reference our impression of researcher satisfaction and provide steer for enhancement to available provisions. Focus group/short survey planned for autumn 2017.</p>	<p>Practice.</p> <p>Review of survey/attendance data: October 2018 meeting</p>	<p>2015-16: Internal staff vacancies now included in Staff bulletin, an email newsletter circulated to all staff on a weekly basis. Intranet page, https://goldmine.gold.ac.uk/Working/recruitment-and-selection, allows staff to register for job alerts and apply for internal posts and is collated information about working at Goldsmiths including links to Equal Pay Review, E&D, payroll, pensions. Information on the Erasmus programme is available to staff on Goldmine at https://goldmine.gold.ac.uk/Working/Pages/Erasmus.aspx, and Eleanor Saunders (Erasmus+ Project Officer), is the first point of contact. 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. Monitoring by CIG and reporting at their 3 mtgs per year.</p> <p>Phase 1 of Agresso-based HR/Payroll system launched in September 2015; later phase of the system will have module for individuals to collate and complete training records such that reports can be generated.</p> <p>2016/17: (1) Staff development planning, as part of Sustaining Goldsmiths initiative, has explicit aim of "Building a strong network of all providers of staff learning and development in Goldsmiths to enable a more integrated, easy to access approach with a particular focus on the needs of academic staff development. This includes TALIC, Research office, Graduate School, Human Resources, IT&IS and Finance." (2) Research Office to upgrade data collection from grant applicants/successes, information from meetings with Departmental Research Committees to analyse/ identify ECRs to support in developing skills and building profile as an applicant for funding schemes/research leader. (3) HR will continue to monitor use of Fixed Term Contracts on a regular basis (see actions 6) (4) CIG Chair/Coordinator to visit School Boards and contact with Departmental Business Managers to promote Concordat and nominate departmental contacts to share information and map current activity.</p>	CIG; HR/Staff Development; REO; TaLIC; Library; Careers Service.

1: Recruitment & Selection	5	The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.	<p>Objective: To appoint an E&D Advisor, which is now in place and pan-university E&D Strategy approved and implemented.</p> <p>Success measures: E&D Advisor in post; E&D strategy and implementation plan devised and being enacted.</p> <p>Sources of evidence: (a) University has strategy/implementation plan with success measures for E&D. These will be reported in E&D advisor's annual update to CIG. http://www.gold.ac.uk/equality-diversity/</p>	Practice; E&D Advisor to attend CIG annually to advise on developments and update action 5. In 2016/17, 15.5.17.	2014/15: (1) E&D Advisor, Anna Spragg, in post from Oct 2014. Post is full-time and Anna works directly with Goldsmiths' SMT in leading the E&D strategy and implementation. (2) E&D strategy and five-year implementation plan launched 11 June 2015. Announced in Goldmine, Staff news and by email: https://goldmine.gold.ac.uk/Working/Pages . External website link: http://www.gold.ac.uk/equality-diversity/ 2015/16: (3) The 'Valuing Diversity Programme' - a series of learning and development opportunities in subjects related to Equality and Diversity (open to all staff) was launched (e.g. Disability Awareness, Trans Awareness, and Advancing EDI) (4) "Unconscious Bias" training workshops attended by 40 staff at all levels on 11.11.15; feedback was positive. (5) Celebrating Diversity and Advancing Equality Event: keynote speaker Peter Tatchell, 12.11.15. Warden Patrick Loughrey has mentioned that this event was one of the top 5 successes at Goldsmiths in 2015. Attendees were made up of staff, students, people from across the HE sector, members of Council, SMT, local charities and organisations, and local residents. (6) New visual identity including strapline "Together, we are different" tagline has been launched and is being used across Goldsmiths to signify our new approach to Equality and Diversity. There are canvas bags, badges and strategy documents all have this tagline with a distinct design. (7) An annual Equality and Diversity report which assesses our progress over the last year in this area will be published on the website on the E&D pages in February (8) March 2016, Anna to report annually to CIG and/or on adhoc basis on E&D issues rather than attend all meetings. (9) May 2016, E&D is made a standing item on all college committees. (10) HR Director Kath Clarke, member of Goldsmiths' SMT, interviewed for Guardian HE Management section on embedding diversity "Unskewing the system" by Richard Doughty. 2016/2017 (1) Anna Spragg's role expanded to include staff teaching and learning and management of 2 team members. New title: Equality, Learning and Development Manager.	HR (E&D Advisor)
1: Recruitment & Selection	6	The university is currently reviewing how best to articulate the appropriate use of fixed-term contracts in its existing relevant policies in line with the new Code of Practice and will continue to monitor the use of fixed-term contracts (FTCs) for research staff. FTCs are offered in a variety of scenarios and some can form part of a suite of options for flexible working. External research grant income makes up about 7% of Goldsmiths' income and FTCs on funded projects form a smaller number than in other institutions and CIG needs to be particularly aware of the specific needs of this relatively smaller group. RO/RF to cross-check FTCs against grants received to ensure any increase relates to increase in number of grants hosted by university.	<p>Objective: To ensure fixed term appointments are made where necessary.</p> <p>Success measures: To reduce the re-appointment of fixed term contract researchers within the same setting. HR-led documentation/practice in giving advice to Principal investigators and departments in use of FTCs.</p> <p>Sources of evidence: (a) CIG to request copy of HR statistic evidence of FTCs issued annually and comparisons made with previous years, such as %age of staff on FTCs, next destination data for FTC. This information will be used to tailor the support measures provided by CIG in liaison with Staff Development and Departments. (b) CIG to ask HR Policy Consultant for regular, at least annually, for update on changes in policies relating to ECRs and to disseminate information to departments and other groups in network. The activity/changes to be noted in the CIG meeting notes. (c) This is a mandatory question/response in Section 1 of the CROS so we will use results as further information (next survey May 2017, reporting in September 2017). (d) Review contracted research grants to establish the trends in re-appointments as to investigate the nature of why the re-appointment was made - i) discuss with the Research Manager and ii) offer individual career development advice to the researcher.</p>	Incomplete/ in progress Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.	2015/16: HR published "Good Practice for Managing Fixed Term Contracts" guidance to research managers in June 2015. Available on intranet at: https://goldmine.gold.ac.uk/PoliciesForms/Pages/Terms-and-conditions-of-employment.aspx . The HR team are involved in recruitment of staff and advise on the best contract to be issued in the circumstances. 2016/17 HR will continue to monitor use of Fixed Term Contracts on a regular basis.	HR
1: Recruitment & Selection	7	The university will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.	<p>Objective: HERA pay structures for grades adopted by Goldsmiths and in use.</p> <p>Success measure: Research grades defined and in common usage in recruitment and in pay structures.</p> <p>Evidence: Research grade descriptors are available and used in all recruitment materials, including contracts.</p>	Completed: January 2015	2014/15: Code of practice sets out research role titles/thumbnailed descriptions against salary grades: https://goldmine.gold.ac.uk/AdviceInformation/Documents/code-of-practice-and-checklists_verSept15.pdf . Payroll/HR salary scales to incorporate researcher grades into the published salary scales, https://goldmine.gold.ac.uk/Working/your-pay-and-pensions . (January 2015)	HR
2: Recognition & Value	2	see above				
2: Recognition & Value	4	see above				
2: Recognition & Value	6	see above				
2: Recognition & Value	8	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.	<p>Objective: participation in the CROS and PIRLS surveys has been low in the recent 2 exercises and the challenge will be to collect data from a representative enough proportion of the constituency. Goldsmiths' recent Athena SWAN staff survey about staff experience had a very good response and CIG will look at the formats used to promote this to improve promotion of CROS and PIRLS.</p> <p>Success measure: >40% participation rate in biannual survey.</p> <p>Evidence: Recorded participation rate in 2017, 2019.</p>	Practice Early Spring/summer 2017: advertising of CROS/PIRLS surveys to be run	CROS run in 2011, 2013 and 2015. CROS ran 20-26 April, 2015. 2 institutional qs added, optional to answer - department/ gender of respondent. Participant number lower than 2013 (about 18% compared to 28% in 2013). Results to be reported at autumn meeting of CIG, REC and sent to researchers. (1) National results circulated to PIs and researchers via re.search monthly newsletter. Sep 30, 2015. (2) National/local results to be circulated to CIG Members for comparison. (3) Participation rate was low; key finding was that over ¾ participants did not feel they were involved in departmental research cultures. 2016/17 Research Office will review mechanisms to improve response rate and implement them in consultation/collaboration with	CIG, REO, Departments
2: Recognition & Value	9	Further support measures will be developed and offered to PIs/Research Managers and mentors across departments and research groups to establish a good practice baseline knowledge of the research career pathways and means of communicating them. Development of support structures for PIs/Research Managers. Development of support structures for PIs/Research Managers throughout the course of grant-funded research to enable them to better manage projects and researchers. Research Finance to send a copy of the funding body's guidelines at the start of a funded project when the confirmation of budget email is sent. 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. RF invites new grant awardees to an induction meeting - the meeting includes detailed review of funders' terms and conditions. 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 learning sessions.	<p>Objective: Principal Investigators and research managers are key figures for researchers in helping develop careers and PI/research managers need to give good career support to their researchers.</p> <p>Success measure: Principal Investigators and research managers report feeling enabled to give career support to their researchers with both parties reporting satisfaction.</p> <p>Evidence: (a) Data from researchers' responses in CROS section on Support for career development confirms high level of satisfaction. (b) Focus group responses confirm career support is available and good quality from their research managers/mentors (or manager/mentor has recommended an alternative source for advice). (c) Data from PIRLS cross-references data from CROS to confirm level of satisfaction; PIRLS' data here is secondary.</p>	Practice Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.	2014/15: Current grantholders and professional services teams from HR, Finance, research & IT teams met to discuss specific operational issues on 28 May, 2015. An on-going meeting schedule is planned with all current PIs invited. Jenny Godfrey, Research Finance Manager, has asked her team to include funder terms and conditions in the start of grant information sent to PIs as of February. An email from Jenny to her team confirms this. 2015/16: Current Research Finance Manager, Olivia Bogert, monitoring action. Research grant induction meetings pilot project with PI, dept, REO and HR being run from Spring 2016 by RFO as part of Support for Grantholders project (see action 47); review of the pilot by RO/RFO managers due in late autumn 2016. The Academic Leadership programme was developed with Staff Development team (in 2012) and the team now work with the Leadership Foundation for Higher Education (LFHE) who run a number of external programmes such as Leading Departments, Supporting Senior Strategic Leadership. We have recently begun working with Prof John Ramsden, a key associate of the LFHE, to deliver bespoke development in-house. We also work with a number of executive coaches. Information for staff is available at: https://goldmine.gold.ac.uk/Working/learning-and-development/supporting-academic-leaders . Annual promotion rounds and procedures for making applications are advertised in Staff News. Academic Promotions procedure (current for the academic session) is on Intranet, https://goldmine.gold.ac.uk/Working/Pages/Academic-Promotions-201516.aspx . Performance and Development Review (PDR) are key meeting/document to identify staff development needs (PDR policy on Goldmine: https://goldmine.gold.ac.uk/PoliciesForms/Documents/Working%20at%20Goldsmiths/HR/performance-and-development-review-policy.pdf). PDR Policy covers all staff employed by Goldsmiths who have completed a probationary year, whether working full time or part time, or on fixed term or permanent contracts. Staff are entitled to an annual PDR, it is encouraged but not compulsory. PWRE and Directors of Finance have been proactive in buying in additional expertise to review the processes adopted by and challenges faced by the Research Finance function. A variety of initiatives, across the components of grant management, eg from ethics considerations, to payroll processes, have been instigated to better support the researcher communities at all levels in their grant development and management. (1) Andrew Wood invited by Director of Finance and PWRE to lead review of Res Finance team processes to enhance service provision. (Spring 2016)	HR/Staff Development; Departments; Principal Investigators; REO/RFO

2:Recognition & Value	10	The university will run the biannual PIRLS survey with PIs/Research Leaders in 2011, 2013, 2015 alongside the CROS, see action 8. Data from this survey to be analysed and action plan reviewed in light of findings.	Objective: participation in the CROS and PIRLS surveys has been low in the recent 2 exercises and the challenge will be to collect data from a representative enough proportion of the constituency. Goldsmiths' recent Athena SWAN staff survey about staff experience had a very good response and CIG will look at the formats used to promote this to improve promotion of CROS and PIRLS. Success measure: >40% participation rate in biannual survey. <i>Evidence: Recorded participation rate in 2017-2018</i>	Practice Early Spring/summer 2017: advertising of CROS/PIRLS surveys to be run	PIRLS ran in 2011, 2013 and 2015. PIRLS ran 20-26 April, 2015. 2 institutional qs added, optional to answer – department/ gender of respondent. Participant number higher than 2013. Results to be reported at autumn meeting of CIG, REC and sent to PIs. (1) National results circulated to PIs and researchers via re.search monthly newsletter. Sep 30, 2015 (2) National/local results to be circulated to CIG Members for comparison.	CIG, Departments
2:Recognition & Value	11	The introduction of the code of practice will be aligned with a focus on emphasising the responsibilities of research managers in terms of providing adequate provision in terms of advice, and/or bridging funds or extension for researchers at the end of their fixed term contracts. The transfer of information, described in Action 1, can promote the importance of bridging funds in supporting researchers' careers between end/start of successive research grants.	Objective: Departments have funds to use for bridging between contracts or to provide matched funding with a central scheme to retain talented researchers. Success measure: >40% Research applicants are offered longer contracts with the university and precarity is reduced. Evidence: (a) Change in overhead income distribution would be at Senior Management level and evidence of success would be documented in SMT/REC meeting notes (both available on intranet). (b) Policy change in the share of overheads/indirect costs recovered from external grants or contract research. (c) Responses to fixed term contract funding questions in CROS will provide evidence of frequency.	Incomplete/ in progress Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.	This action remains problematic as a change in financial policy in distributing overhead monies and/or creation of specific funds centrally to support this would be necessary. This would require support at highest level of Goldsmiths' management and agreement from 18 departments. 2016/17: the implementation of guidelines from REC to Departments' running of their Departmental Research and Enterprise Committees where responsibility for Departmental policy on support for researchers will/does sit could ensure that the issue of support for the career development of researchers on fixed term contracts is likely to be addressed directly on a regular basis.	Principal Investigators, REO, Departments (via Departmental Research Committees), SMT
2:Recognition & Value	12	see above				
2:Recognition & Value	13	The University is developing role expectations documentation on a dedicated website, based on Vitae's Researcher Development Framework model, that will embrace the full range of academic career pathways open to researchers and provide access to relevant supportive tools and documents from organisations such as Vitae. RO are developing a researcher development programme based on the RDF framework (March 2017) and will be rolled out later in 2017. A previous analysis by Computing Department will be incorporated in the planning for the new programme designed to support researchers at all stages of their research careers.	Objective: Develop a dedicated website to promote academic skills aligned to the RDF with the option to download the career tracker. Success measure: Case for investment in a career pathway framework. Evidence: (a) Website analytics to demonstrate that over >50% of researchers have engaged with the RDF. (b) RO will be responsible in publicising models of career progression and develop a programme of opportunities to support the stages. Data on take-up will be used as a measure of success, in addition to data collected by HR for the leadership programmes.	In progress (March 2017)	October 2015: The RD Planner was reviewed by Professor Atau Tanaka's research group in Computing (Prof Tanaka is a member of CIG); the planner was not considered appropriate for their needs. Further investigation is needed to identify a framework that is a better fit (no further action planned in current period).	RO & Departments
3:Support & Career Development	2	see above				
3:Support & Career Development	4	see above				
3:Support & Career Development	8	see above				
3:Support & Career Development	9	see above				
3:Support & Career Development	13	see above				
3:Support & Career Development	14	In 2013, the Graduate School plan to roll-out a new Certificate in Academic Practice programme for Early Career Researchers; monitor take up of CAP among ECRs. This 30 credit M level module, entitled Academic Practice for PhD students and early career researchers, is taught in the spring and summer terms, from January to June over the equivalent of 9 day-long sessions (from second year of PhD) via the Graduate School. The course provides an introduction to academic practice for research students who are aiming to become academics. It focuses on the four central aspects of academic practice: learning and teaching; research, writing and publication; administration; and public impact and engagement. Success measure: ECRs who wish to take CAP are awarded a place. Evidence: Survey/focus group rating of satisfaction with CAP and ease of being allocated a place on programme.	Objective: To equip researchers with practical working skills to enable opportunities into academic employment. Success measure: >75% of applicants are awarded a place. Evidence: (a) Registration of ECR applicants. (b) Graduate School will provide annual data on the completion rates of Academic Practice programmes. (c) Survey/focus group rating of satisfaction with CAP and ease of being allocated a place on programme.	Complete: 2012/13 Monitor registration/pass rates annually - next review Sept 2017	Academic Practice for PhD Students: Registrations/passes 2012-13: No. of Students Registered -43; No. of Assignments Submitted -23; No. of Passes -22 ; No. of HEA Accreditations -22; No. of Resubmissions -6; 2013-14: No. of Students Registered -31; No. of Assignments Submitted -13; No. of Passes -11 ; No. of HEA Accreditations -11; No. of Resubmissions -0; 2014-15: No. of Students Registered -34; No. of Assignments Submitted -11; No. of Passes -11 ; No. of HEA Accreditations -11; No. of Resubmissions -1; 2015-16: No. of Students Registered -32; No. of Assignments Submitted -tbc; No. of Passes -tbc; No. of HEA Accreditations -tbc; No. of Resubmissions -tbc; None of the elements of the course is compulsory and some students attend only the seminars that are of particular interest. For this reason, the number of students registered for the course is usually higher than the number of assignment submissions. However, students wishing to be considered for HEA accreditation, or get a Goldsmiths transcript saying they have completed the Academic Practice course, are required to take the whole course (or be given exemption through APEL) and complete the associated assessment task. For 2015/16, description on page 18 of Research Student Handbook (http://www.gold.ac.uk/media/documents-by-section/research-and-enterprise/postgraduate-research/graduate-school/Research-Student-Handbook-2015-16-(1).pdf); programme is delivered by TaLIC.	Graduate School; TaLIC; HR; CIG
3:Support & Career Development	15	Researchers' access to inputting ideas and concerns and to be consulted about changes that affect their work and studies need to have a variety of formats, both formal and informal, face-to-face and virtual, to allow as many participants as possible. We plan to investigate the possibility of establishing a formally recognised researchers' group (UKRSA) that connects (inter) nationally with other researchers, a formal sub-committee of the Research & Enterprise Committee, and developing virtual forums for as many staff as possible across the university (there are examples of departments running their own virtual forums for their own staff). Additional information : Goldsmiths' 4 research themes were announced in summer 2016 and the Theme groups have now submitted plans and ECR activities are embedded in the plans (March 2017). This creates possibilities of new networks , including virtual networks, involving academic staff at all stages of their careers in high profile research activities.	Objective: Develop virtual forum to facilitate institutional awareness of needs and concerns of our ECRs supported by formal and informal discussions. Success measure: It is likely that a variety of forums will exist - some cross-disciplinary, some departmental, some across types of staff - and the existence of a range of easily accessible forums would be desirable. All researchers are given the opportunity to access virtual or person-to-person groups to articulate concerns feed through to the appropriate College Committee. We are mindful that fractional researchers may have access issues or conflicting responsibilities that precludes engagement. Promotion of this scheme will take into consideration an inclusive approach that enables 'every voice is heard'. Evidence: (a) All concerns raised are addressed and documented by cross questions and focus groups. (b) RO to include question on research networks, including free text field, in survey and in institutional sections of CROS and PIRLS. Data from these annual and biannual sources will be reported to the CIG meeting and recorded in the meeting notes. The data will provide useful information for a variety of sources (eg research theme groups, researcher development programme).	Practice Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.	2015/2016: Three forums exist currently on VLE (learn.gold.ac.uk): Researchers This page is designed for Researchers from across all Departments at Goldsmiths, University of London. This group includes Research Associates, Research Fellows, Postdocs (and anyone else working in a research capacity). The site has been inactive since November 2014 but on review contains useful information. CIG will re-vivify this site in 2016/17 after discussion on first CIG meeting on 6.10.16. Researchers Association (RA) : a group set up by researcher Nadine Jarvis for researchers. Site contains information about the RA, funding opportunities, the Research Development Framework (RDF), the Concordat Code of Conduct (explained here) and other resources relevant to those working in research at Goldsmiths. You can also contact other researchers via the forum. Principal Investigators forum. Department of Psychology Early Career Researchers Professional Development Programme (on VLE) has a series of sessions on open access publishing, CV review, applying for grants. The site has been designed by ECRs for ECRs. 2016/17: (1) CIG will collate list of forums and post on the Researcher Development page in Goldmine in A-Z (https://goldmine.gold.ac.uk/AdviceInformation/pages-researcher-development-and-support-atoz). (2) CIG will Update Researchers forum (see above) in 2016/17 after discussion on first CIG meeting on 6.10.16.	REO, Departments, CIG

3:Support & Career Development	16	<p>Monitor the effectiveness of induction at all levels and explore the possibility of developing a central induction programme of policy that can be adapted to each department..</p> <p><i>Additional information: Inductions available to new starters include the local (with line manager) to the institutional level Warden's Welcome (from 2016/17, held termly for half-day and involves introductions by all academic and professional services leads, a Knowledge Cafe involving representatives of all professional services departments). Informally, most departments will provide an induction/introductory session on request. Research Finance offer a new grant induction session to the PI and research staff (if appointed at that stage) including inputs from HR, RO and IT&IS.</i></p>	<p>Objective: All researchers are offered opportunities for inductions at local (project, departmental) and university-wide level.</p> <p>Evidence: Survey responses to standard question about induction report attendance at inductions of 75% for departmental inductions and 60% for Warden's welcome.</p> <p>Success measure: (a) Data from survey, CROS surveys will be monitored on an annual basis; our aim is to achieve >75% participation in induction activities. (b) Goal for participation of departments in delivering core programme: 50% in 2016/17 (9 depts); about 70% by 2017/18 (13-15 depts); to 100% by 2018/19 (15-18 depts).</p>	<p>Incomplete/ in progress</p> <p>Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p>	<p>2014/15: Feedback from the Goldsmiths Induction (from 2014/15 to be held 3 times a year from twice a year previously) is available from HR. We have identified other induction activities and are collating further information via surveys, from departments and at meetings to establish how induction is delivered.</p> <p>2015/16: July 16: recent survey suggests that the departmental induction and Warden's welcome event, including lunchtime knowledge cafe, offered termly for all new starters is the most likely event to be attended (49% and 47% respondents respectively); 26% respondents record having attended no inductions.</p> <p>2016/17: CIG Chair/Coordinator to visit School Boards and contact with Departmental Business Managers to promote Concordat and nominate departmental contacts to share information and map current activity.</p>	CIG, HR, Departments, PI
3:Support & Career Development	17	<p>Proposal presented to REC making full assessment of suitability of University to make application to Athena SWAN.</p>	<p>Objective: To achieve Athen Swan Bronze Status in order for departments to apply for Athena Swan Status</p> <p>Success Measure: (a) Confirmation of submission of application to Athena SWAN in April 2017.</p> <p>Evidence: Submission document will be published.</p>	<p>Incomplete/ in progress.</p> <p>Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p>	<p>Deputy Warden, Professor Jane Powell is leading group investigating applying for Athena SWAN. E&D Advisor explored schemes relevant to Goldsmiths, which benchmark good practice for equality and diversity, including consultation with external agencies who offer advice and administer schemes.</p> <p>July-Oct 2015: (1) Goldsmiths is now a member of the Stonewall Diversity Champions programme and named on Stonewall's website (http://www.stonewall.org.uk/get-involved/workplace/diversity-champions-members). (2) In May 2015 the Athena SWAN charter was expanded to cover arts, humanities, social sciences, business and law (AHSSBL), and in professional and support roles, and for trans staff and students. The charter now recognises work undertaken to address gender equality more broadly, and not just barriers to progression that affect women. ("Focussing on all elements of the institutions through a gender gaze.") (3) Foundation work looking at data collection and data absences is to be undertaken and a feasibility study performed. (4) Aim is for successful application to be made by Jan 2020 (taking into account there are likely to be unsuccessful attempts in the process).</p> <p>Feb/May 2016: (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 Nov 2016. (2) Stonewall: Anna is working with different stakeholders to encourage use of the Stonewall Diversity Champions Programme logo. We have full rights to use it as part of our membership. It shows our commitment to working towards LGBT inclusion. (3) Stonewall: Anna will lead an initiative in 2016 to look at the steps needed to take to enter the Stonewall Workplace Equality index and she has an administrator in HR who will be helping me take this initiative forward. (4) E&D advisor to report progress to CIG via attendance at meetings or email update.</p> <p>2016/17: (1) SAT meet regularly and two talks open to staff have been organised. as at time of writing, the submission for November 2016 remains on track. (2) Workshop to be hosted in Feb 2017 by Goldsmiths for the Slovenian team leading the EU-funded "Garcia" ("Gendering the Academy and Research: combatting Career Instability and Assymetries"; http://garciaproject.eu/) project to demonstrate one of the outputs of the project (toolkit); this event came out of an Erasmus+ funded visit by Dr Muriel Swijghuisen Reigersberg in June 2016 to Research Centre of the Slovenian Academy of Sciences and Arts in Slovenia.</p>	Athena SWAN SAT, E&D Advisor, Deputy Warden
3:Support & Career Development	23	<p>Researcher Development mini-site to be developed in staff intranet, GOLDMINE. Site to also include notes of CIG meetings and updates on initiatives.</p> <p>Site established at https://goldmine.gold.ac.uk/AdviceInformation/Pages/Researcher-development-and-support.aspx on September 2015.</p>	<p>Objective: website to contain a variety of information (downloads, links to external sites, announcements) for researchers to use.</p> <p>Success measure: website analytics demonstrate regular usage by researchers. 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, a high bounce rate/short average visitor time on the site in the statistics is not necessarily a sign that the site is ineffective.</p> <p>Evidence: >50% of respondents in Snapshot survey/focus group have knowledge of the website.</p>	<p>Complete: September 2015</p>	<p>2014/15: GOLDMINE was launched on 10 February, 2015. Items will also include advice on delegation, mentorship, university's IPR and open access policies. Revised deadline for launch by Communications team: September 2015 (see meeting, 13/5/15); 2015/16: Site URL: https://goldmine.gold.ac.uk/AdviceInformation/Pages/Researcher-development-and-support.aspx. February – Sept 2016 (1) Plan to use the site more in communications, using active links to site in emails etc, to encourage expectation that information will be on the site. (2) Site will incorporate template from design competition to create visual identity for Goldsmiths' Researchers. (3) Visual identity was launched at the annual researchers' day, 13 May 2016; (4) Templates were created in InDesign in June and editors' software training held on 2/6/16; access to templates and fonts given to team mid-June; implementation into site (start) June 2016 in annual progress report.</p>	REO/CIG
3:Support & Career Development	24	<p>Promotion of PDRs as good practice to improve uptake by PIs and Research Staff; HR manages the administration of PDRs and develop PDR policy.</p> <p>PDRs are recommended in the Code of Practice. PDRs are not mandatory and there are no plans for them to become so.</p>	<p>Objective: The PDR is a key opportunity for researchers to discuss career planning and development requirements with their line manager as well as perceived obstacles to their progress and we would like researchers to participate on a regular basis and see this as a fundamental tool in their career development plans.</p> <p>Success measure: Researchers are offered, and participate, in regular review meetings (including probationary, PDRs) as part of their own career development. Participation in voluntary and we believe it should remain the case.</p> <p>Evidence: Survey responses in own surveys, CROS and PIRLS in 2017, responses in annual meeting, report greater participation in process and satisfaction with it; aim is for >75% take-up by 2019/20. Current uptake (CROS2015, June 16 survey): 37.5-43%.</p>	<p>Incomplete/ in progress</p> <p>Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.</p>	<p>2014/15: Andy Lamb, HR Strategy and Projects Specialist in HR, presented a paper to SMT about re-launch of PDRs. This proposal is currently being reviewed in consultation with employee unions. 2015/16: Staff Development Review undertaken as part of <i>Sustaining Goldsmiths</i>, endorsed by SMT, has specific priority to "Continuing to improve the confidence and competence of staff to use the PDR process to identify and plan learning and development activities". CIG will support this action and report on its progress in relation to ECRs. An improved PDR form has been developed and piloted with positive feedback from those who used it. HR ran clinics on effective PDRs for managers and staff.</p> <p>2016/17: Roll out of the improved PDR within the organisation.</p>	HR
3:Support & Career Development	25	<p>PIs and line managers should be encouraged 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</p>	<p>Objective: Supervised delegation of elements of project management provides excellent learning and confidence building opportunities for researchers.</p> <p>Success Measure: >50% Researchers report being offered, and participating, in delegated activities, such as budget or specific task management, as part of their own career development. (Other activities such as shadowing PI at meetings with university's HR, Finance and Research Administration teams can also prove useful as learning experiences.)</p> <p>Evidence: Survey responses in own surveys, CROS and PIRLS in 2017, responses in annual meeting, report greater participation in opportunities and satisfaction with it; aim 50-75% take-up by 2019/20.</p>	<p>Incomplete/ in progress; Document/Event planned by 31 December 2017.</p>	<p>CIG will monitor this in discussions about CPD and address findings in the Research Manager professional development days held, at least, annually. 2014/15. An item on delegation will be included in the Checklist to PIs and Research Managers. Code of Practice and checklist amended to include advice on delegation of project management tasks to researchers.</p> <p>(1) Single document sent to Dept Res & Enterprise Committee contacts (generally HoD, Dir Research, Research Admin or Departmental Business Manager) on 10.9.15. (2) Dan Tanswell, HR, confirmed that document included in new starter packs from Sept 2015. (3) Revised code/checklists loaded to Researcher Development site on Goldmine, September 2015.</p> <p>2017/18, Prof Atau Tanaka (currently on sabbatical until April 2017), and Karen Rumsey, to create document for website describing delegation techniques. Joint PI/ECR event to be run covering this, networking and providing case studies.</p>	CIG
3:Support & Career Development	31	<p>Funding Competition (pilot) for researcher networking/career enhancement projects.</p>	<p>Objective: to support ECRs in developing their career with small pump-priming grants.</p> <p>Success measure:(a)Based on the success of the pilot in 2015/16, REC made funding available in 2016/17 of £5000 and competition terms remain such that maximum award is £500 so at least 10 awards may be made. (b) Applications and reports of actions provide evidence of activity and efficacy of award in career development. These are presented to CIG meetings for information.</p> <p>Evidence: reports by awardees demonstrate that a new event, research collaboration, skill, publication was generated (at least in part) by the award.</p>	<p>Completed pilot (1) / In progress</p>	<p>2015/16: (1) Staff Development and the Research Office are funding £1,500 per annum to support small awards for networking activities. A further £4,500 was awarded by REC in March 2016. Total fund: £6,000. (2) Application form approved and distribution plan agreed. Applications to be assessed as part of next meeting in Feb 2016. (3) Email advertising scheme to DREC contacts sent 21 October 2015. (4) Scheme details posted on Researcher Development page on Goldmine. (5) 16 awards have been made to ECRs. Awards of up to £500 made. 2016/17 (6) CIG successful in applying to REC (11 November meeting) for further funds to run competition in 2016/17.</p>	CIG

3:Support & Career Development	33	Development of case studies of ECRs' career development with the aim of identifying pathways to success in Goldsmiths; this is likely to include winners of Networking Grants in 2015/16 having completed their projects and reported to CIG (New action plan: 2016-2018)	<p>Objective: to promote good work and practice at Goldsmiths and assist in the promotion of researchers' careers.</p> <p>Success measures: (a) Case studies to be written up/prepared for inclusion on Researcher Development website and downloadable PDF booklet; the website is likely to be expanded to include elements of the broader Researcher Development programme being developed by RO. Publication/post date - start of academic session 2017/18. (b) Addition of case studies, generated from networking grant awards, to become practice so that a body of information is created over the next 3 years, to be used for example as evidence in next HR Excellence in Research external review. (c) Case studies may be used to generate new other activities, such as public engagement events.</p> <p>Evidence: Page visits (for web page) may be measured and also comments of stakeholders on value of materials and requests to re-use.</p>	New action; 31 March 2017	The best evidence of careers in research comes from researchers themselves. The funding competition has provided some good potential ECR projects and people whose experiences could be used as models for others. This work is likely to take place in 2017/18 with support from Communications team.	CIG
4:Support & Career Development: Life long learning	8	see above				
4:Support & Career Development: Life long learning	9	see above				
4:Support & Career Development: Life long learning	18	<p>The University's Code of Practice on the career management of researchers sets the responsibility of providing mentors on departments.</p> <p>Data collated from departments in September 2014, CROS 2015 and a "snapshot" surveys of researchers in 2014, 2016, suggest that a small number of departments and research groups do provide mentors, others do not. The provision of mentoring across departments has been shown to be inconsistent. Less than 50% researchers report having a mentor and over 85% would like to have a mentor (figures from snapshot survey in September 2014 and confirmed by discussions at researcher professional development day in October 2014).</p> <p>Additional information: CIG currently collating current data on provision of mentoring schemes in academic departments (March 2017).</p>	<p>Objective: To develop a pan-university ECR mentoring scheme.</p> <p>Success measure: University-wide mentoring scheme available to ECRs and participation rate is greater than 50% by 2019/20.</p> <p>Evidence: (a) HR will maintain database of mentors/mentees and mentoring relationships and provide statistics on take-up of scheme; supplementary data from own and CROS/PIRLS surveys will create a fuller picture of participation and satisfaction. (b) Data from survey, CROS surveys will be monitored on an annual basis; our aim is to achieve >75% participation in mentoring activities in departments where schemes in place.</p>	Incomplete/ in progress Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.	<p>PDR documentation is held in Departments, rather than HR, and a mechanism for collecting data from this source is likely be difficult to achieve. The best mechanism may well be from responses to a specific question in a staff survey.</p> <p>2014/15: (1) The provision of mentoring across departments has been shown to be inconsistent. Less than 50% researchers report having a mentor and over 85% would like to have a mentor (figures from snapshot survey in September 2014 and confirmed by discussions at researcher professional development day in October 2014). (2) Rody Bristow Jones, Staff Development Manager, gave presentation on mentoring and coaching as part of "brown bag sessions" on 11 June 2015; 2015/16: (1) Rody led presentations & panel discussions in PI/DBMs and Researchers' development days on 15/16 October, 2015. (2) Janis Jefferies, Elizabeth Williams, Vanessa Freeman and HR Rep to meet to scope work to set up pool of mentors and mentees. (3) CIG reps met with Kath Clarke, Director, and Andy Lamb, HR, to discuss mentoring schemes on 1.2.16; (4) 21.4.16; Beth King, HR, CIG members met to discuss scheme and development of a visual identity for "mentoring" (akin to the visual identity created for E&D); (5) 5.5.16, Staff Development Review undertaken as part of Sustaining Goldsmiths, endorsed by SMT, has specific priority to "Develop and implement a mentoring framework, toolkits and briefings to increase skills in supporting development at all levels and across all staff groups" 2016/17: (5) Pilot project to be scoped for School of Culture & Society to run in autumn term with review of mechanisms during spring 2017(qualitative review of mentor/mentee experience after 1 year).</p>	HR, CIG, Depts
4:Support & Career Development: Life long learning	33	see above				
5: Researchers' Responsibilities	13	see above				
5: Researchers' Responsibilities	19	<p>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. REO will continue to run training sessions in ethics/integrity as part of their standard training sessions.</p> <p>Additional information: in autumn term of 2016, Research Ethics & Integrity Sub-Committee conducted a departmental ethics survey to review the processes each academic department uses. The outputs from this review will include new guidelines and inter-disciplinary ethics sessions, to which all staff will be invited to attend and present.</p>	<p>Objective: To ensure good research practices.</p> <p>Success Measure: Research Integrity Annual Report on compliance submitted to UKRIOS and published on our insitutional website.</p> <p>Evidence: (a) Training events in 2016/17 (event documentation and attendance lists will be available) – aim for representation from 50% departments; with +10% per annum in future training events. (b) Departmental Research Ethics contacts identified. (c) Question on knowledge of UKRIO and take-up of training/development opportunities about ethics to be included in survey and institutional sections of CROS and PIRLS will provide baseline data. (d) Standardised upgraded information (with regular review cycle) on institutional ethics statement and guidelines to be posted to www.gold.ac.uk and in Goldmine (in Research and Enterprise section) from summer 2017.</p>	Practice Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.	<p>Update at time of writing: Responsibility for Research Ethics and Integrity: Until September 2016, Goldsmiths has an Associate Pro Warden for Research Integrity, Professor Chris French, responsible for integrity across the University; from September 2016, Academic Director: Research Policy will oversee this area and chair the Research Ethics and Integrity Sub Committee (REISC) that manages the university-wide processes and reports to REC. The university's ethics and integrity processes and annual statements are shown at: http://www.gold.ac.uk/research/ethics/</p> <p>Spring 2016: (1) Chris French compiled annual statement of institutional compliance - approved by REC at May 2016 meeting and available on website, http://www.gold.ac.uk/research/ethics/. (2) Research Ethics & Integrity Sub-Committee is monitoring progress on drafting and approval of codes of good conduct; policies cover a number of stakeholders who all need to be consulted. (Only code of GOOD conduct. The policy for misconduct sits with HR) (3) Departmental contacts were appointed for Integrity in June 2016. An event for these new contacts has been planned in autumn 2016. [Departments are required to have their own ethics committees and report to REISC. A survey in 2014 showed that • Departments do not all have research (ethics/ integrity) committees • Some Departments do not have an ethics/ integrity contact • Some Departments do not train researchers/ supervisors in integrity.] The REO will provide departments with models for setting up their own DREISCs and support their development through running training sessions in ethics/integrity and a specific event for early career researchers is planned for spring 2017. Some departmental events have been held, ie the Department of English and Comparative Literature hosted a workshop on ethics in life writing with practitioners, members of the publishing industry, and a lawyer who specialises in these issues on 20 May, 2015.</p> <p>UKRIO: Goldsmiths subscribes to UKRIO, http://ukrio.org/our-subscribers/. James Parry, CEO, has now twice presented sessions at the Goldsmiths Graduate Festival in May 2015 and 2016.</p>	REISC, REO, HR
5: Researchers' Responsibilities	26	<p>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. Training sessions/one-to-one assistance offered to ECRs to continue; progress to be monitored at end of each academic session.</p>	<p>Objective: Online research profiles are vitally important in promotion of researchers and their work and enabling them to be "found" by research collaborators and future employers.</p> <p>Success measure: 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.</p> <p>Evidence: (a) Survey responses in own surveys, CROS and PIRLS in 2017, responses in annual meeting, report greater participation in opportunities and satisfaction in this area. (b) Responses to question in CIG survey and in institutional section of CROS about support given and needed to develop social media presence will provide baseline of information about level of social media profile creation by ECRs (by October 2017). (b) CIG to liaise with RO /Staff Development to ensure that advisory sessions on improving social media presence included in Staff Development programmes for 2017/18 session; evidence: programmed events in schedule and take-up evidenced by attendance records held by HR. (c) Departments report greater numbers of ECRs taking part in their management committees.</p>	Incomplete/ in progress; Monitor action in CIG meetings during 2016/18; CIG mtg dates in 2016/17: 6/10/16, 2/2/17, 15/5/17.	<p>Researchers to be encouraged to develop their own independent profiles (presences) on Researcher Development mini-site (see 42) and in professional development days run in conjunction with Staff Development team. (CHASE doctoral scheme requires students to add a mini profile to their site and take up is around 30%).</p> <p>Responsible groups to (1) encourage researchers to make best efforts to be a presence – joining Academia.edu, LinkedIn, ORCHID, own websites, printing business cards, joining departmental committees, etc; (2) encourage Departments to be pro-active in inviting researchers to join their committees; (3) encourage researchers to join committees in subject associations, research funder panels; (3) include sessions on this topic in Professional development sessions for researchers.</p> <p>2015/16: Andrew Gray ran session on digital profile building on 11 May in the Graduate Festival in May 2016; additionally "The Conversation" ran a session in Festival on 9 May on writing in non-academic style. 2016/17: Dr Caspar Addyman, Andrew Gray holding free one-day event, funded by Dr Addyman's British Academy Rising Star Engagement Award (BARSEA), on research transparency; the event involves a hackathon where researchers encouraged to and assisted in opening up their research online. For further details and registration visit http://openacademia.eventbrite.co.uk.</p>	CIG/Library/REO/Comms/Departments

5: Researchers' Responsibilities	27	REO/CIG to make a request to IT that researchers are offered user access to IT after leaving post to allow ongoing relationship with Goldsmiths and input of research material to GRO.	Objective: To 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. Success measure: 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 this email address. Evidence: Data on outputs from GRO team demonstrates continued access by researchers in the document and data repositories.	Complete	Action: completed; all staff/students can request @alumni.gold.ac.uk email address on leaving Goldsmiths. February 2016: An additional possible action - allowing access to ex-PhD students/research staff to institutional electronic resources, such as online journals, to assist in career development is a facility we would like to offer. The group will determine first the likely numbers and cost implications, and, if feasible, explore a mechanism to offer this, further complications are if they are located overseas (and will be added as an achievable action at this point)	REO/IT/ Library
5: Researchers' Responsibilities	28	Researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (www.research.gold.ac.uk) and to Goldsmiths Data Online (http://data.gold.ac.uk/) as standard practice.	Objective: To maximise recording of research outputs produced by Goldsmiths' researchers in the document and data repositories. Success measure: 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.) Evidence: Preparation for the next REF exercise and university strategy to produce better and more timely statistics about research work and related outputs is leading to greater promotion of the repository/data management by a number of Professional Services groups and academic departments. Regular monitoring is undertaken in a number of formats including: (a) Library (GRO team)/RO present data on uploads to GRO (by School, by Department, by type of output) to REC mtgs (3 x per year); these figures will be accessible by CIG. (b) GRO team send Departmental heads/Departmental Directors of Research monthly updates on output details uploaded. (c) Outputs assessment exercises by 3 Schools, administered by RO, taking place between January and June 2017.	Practice; Monitor uploads as part of Annual Celebration of Research/ output exercises planned by Research Office in Autumn 2016; 31 December 2016	2014/15 Encourage researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (www.research.gold.ac.uk) and to Goldsmiths Data Online (http://data.gold.ac.uk/). This relates to action 55 as the Goldsmiths log-on is required. Oct 2015: Dr Matthew Yee King has been appointed to lead technical development of GRO with priority of improving ease of input of a variety of materials and improving participation/input rates. May 2016: Goldsmiths' Responsible Open Access Metrics (ROAM) group sent email to Departmental Research & Enterprise Committee contacts and Senior Management Team about RCUK OA compliance post-April 2016. 2016/17 Research Office planning outputs exercise/review with researchers during autumn term 2016; Annual Celebration of Research review also planned which will analyse no. of outputs in August 2015-July 2016 period and compare with earlier exercise to derive rate of change. Library/GRO team to send monthly reports to departments about their staff's inputs from October 2016.	Library, ROAM
6:Diversity & Equality	4	see above				
6:Diversity & Equality	5	see above				
6:Diversity & Equality	17	see above				
6:Diversity & Equality	29	Greater awareness to be raised of the need to hold meetings in a variety of formats and timings to encourage greater participation from researchers.	Objective: to ensure that as many researchers as possible are able to participate alongside their colleagues in university meetings where decisions/announcements are made. No further action currently. Action may be re-introduced if need is perceived via responses to surveys and also, in light of findings in staff survey conducted for Athena SWAN submission (early 2017)	No further action	October 2015: It was agreed that this action should be marked as "NFA" as timing of meetings and social events has not been reported as a problem. August 2016: This action may be addressed as part of the Athena SWAN application if identified by AS Self assessment Team as an obstacle to women being able to attend events.	E&D Advisor
7:Implementation & Review	20	see above				
7:Implementation & Review	21	CIG will submit notes of Goldsmiths' practices to contribute to the Vitae database of practice, the conference and Vitae Policy forum. Additional information: The 4 year review panel have recommended in their evaluation that a case study of the public engagement awards or Dr Elizabeth Williams' race and the academy event might be written up and submitted to Vitae for inclusion as an example of good practice. Aim to submit case study to Vitae by October 2017 or for inclusion at Vitae international conference in September 2017.	Objective: to contribute to the body of evidence of good practice and to celebrate examples of the university's schemes. Success measure: at least 1 case study submitted to Vitae by end 2017/18 session. Evidence: inclusion on Vitae website (and consequently into Goldsmiths' own websites and news coverage).	In progress. To be submitted by October 2017.	No evidence of this action having taken place since original plan in 2012 so no further action to be taken unless raised again.	CIG

PRIORITY ACTIONS FOR 2016-2018

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.

<i>Title/description</i>	<i>Purpose</i>	<i>Action no.(s)</i>	<i>CP(s)</i>
Greater participation in annual Professional Development Review process	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.	9,24,25	2.5, 3.5, 3.6
Mentoring Pilot	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.	18	4.13
Internal Grants Schemes	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 & Enterprise Committee for further funds to be allocated. We particularly support collaborative schemes, networking and team building.	31	3.7
Athena SWAN application: Institutional Bronze award	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.	17	3.7, 6.10

SUMMARY OF ACTIONS FROM ACTION PLAN BY CONCORDAT PRINCIPLE THEY ARE PLANNED TO IMPLEMENT

Concordat Principle [CP] topic	Concordat Principle No.	Concordat principle	Numbered actions from Action Plans	Action nos./ descriptions of actions related to CP
Recruitment & Selection	1.1	All members of the UK Research Community should understand that researchers are chosen primarily for their ability to advance research at an institution.	2	(2) 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 hereafter) will monitor progress and review code in their Spring 2013 meeting. (see 3.2)
Recruitment & Selection	1.2	Employers should strive to attract excellence and respect diversity (principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy spec must clearly identify skills required for and relevant to the role.	3,4	(3) The university is in the process of reviewing its approach to recruitment and selection to ensure that selection procedures are sufficiently robust and effective in attracting excellence. (4) To ensure continuity in research careers, the university will consider developing better information for researchers about research careers and development opportunities, including improving communications regarding the Erasmus programme.
Recruitment & Selection	1.3	Research posts should only be advertised as fixed-term where there is a recorded and justifiable reason.	6	(6) The university will continue to monitor the use of fixed-term contracts for research staff.
Recruitment & Selection	1.4	To assure fairness, consistency and the best assessment of the candidates' potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. Panel members should have received relevant training. Unsuccessful candidates should be given appropriate feedback if requested as this may be of assistance in their career development.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Recruitment & Selection	1.5	The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organisation.	7	(7) The university will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.
Recognition & Value	2.1	Employers are encouraged to value and afford equal treatment to all researchers regardless of whether they are employed on a fixed term or similar contract. In particular employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.	2,4,12	(2) 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 hereafter) will monitor progress and review code in their Spring 2013 meeting. (see 3.2) (4) Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services ensuring provision is complementary to Department/School-based opportunities. (12) Analyse the results of annual CROS surveys and refine the action plan as necessary.
Recognition & Value	2.2	Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed term employees regulations (2002) and the Joint Negotiating Committee for Higher Education Staff guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.	6	(6) The university will continue to monitor the use of fixed-term contracts for research staff.
Recognition & Value	2.3	Research Managers should be required to participate in active performance management, including career development guidance, and supervision of those who work in their teams... Institutions will wish to consider how research managers' performance in these areas is developed, assessed and rewarded, and how effectively this supports good research management.	4,9,10,32	(4) The university will monitor and review related programmes to ensure that enhancement of existing practice in relation to researcher career development and supervision is relevant to the needs of researchers. (9) Further support will be developed and offered to PIs/Research Managers and mentors to establish a good practice baseline across departments and research groups. This includes a series of modules in support of research managers which is currently in the development stages within HR. (10) The university ran the PIRLS survey with PIs/Research Leaders in late 2011. Data from this survey to be analysed and action plan reviewed in light of findings. (32) Regular update/standing item for ECR support and issues arising by CIG to be requested as part of termly School meetings.
Recognition & Value	2.4	Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants, other systems of support or redeployment schemes. Funders are expected to make it a priority in considering how their policies and practice can assist institutions in achieving this objective.	11,12,27,28,32	(11) The introduction of the code of practice will be aligned with a focus on emphasising the responsibilities of research managers in terms of providing adequate provision in terms of advice, and/or bridging funds or extension for researchers at the end of their fixed term contracts. (12) Develop better workforce planning, for the identification and retention of key researchers. HR to look at systems to achieve this. (27) REO/CIG to make a request to IT that researchers are offered user access to IT after leaving post to allow ongoing relationship with Goldsmiths and input of research material to GRO. (28) Researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (www.research.gold.ac.uk) and to Goldsmiths Open Data as standard practice. (32) Regular update/standing item for ECR support and issues arising by CIG to be requested as part of termly School meetings.
Recognition & Value	2.5	Pay progression for researchers should be transparent and in accordance with procedures agreed Trade Unions and employers locally and nationally and within the framework agreement.	9	(9) Communicate the research career pathway and promotion procedures for researchers to the following groups: researchers, PIs/research managers, HoDs.
Recognition & Value	2.6	Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.	2, 4,13	(2) 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 hereafter) will monitor progress and review code in their Spring 2013 meeting. (see 3.2) (4) Continue effectively to communicate development opportunities to Researchers, PIs, Department Heads and School Managers using annual PDRs, internal vacancies website. (13) The University is developing role expectations documentation on a dedicated website, based on Vitae's Researcher Development Framework model, that will embrace the full range of academic career pathways open to researchers and provide access to relevant supportive tools and documents from organisations such as Vitae.
Support & Career Development	3.1	It is recognised that positions of permanent employment are limited in the UK research and academic communities and not all researchers will be able to obtain and retain a position. It is important then that researcher positions are attractive in themselves and give career development which is comparable to other employment sectors.	4,11,13	(4) OCAD Lightning talks series developed; Development of relationship with Taylor and Francis/Routledge programme with PhDs/ECRs to develop knowledge of publishing. (11) The introduction of the code of practice will be aligned with a focus on emphasising the responsibilities of research managers in terms of providing adequate provision in terms of advice, and/or bridging funds or extension for researchers at the end of their fixed term contracts. (13) The University is developing role expectations documentation on a dedicated website, based on Vitae's Researcher Development Framework model, that will embrace the full range of academic career pathways open to researchers and provide access to relevant supportive tools and documents from organisations such as Vitae.
Support & Career Development	3.2	A wide variety of career paths is open to researchers and the ability to move between career paths is the key to a successful career. It is recognised that mobility brings great benefit to the UK economy and organisations will wish to be confident that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.	2	(2) 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 hereafter) will monitor progress and review code in their Spring 2013 meeting. (see 3.2)
Support & Career Development	3.3	Employers, funders and researchers recognise the need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external employment markets. Researchers need help to develop communications and such professional skills that they will need to progress.	12,22,23,24, 45	(8) Analyse the results of annual CROS surveys and refine the action plan as necessary. (14) In 2013, the Graduate School plan to roll-out a new Certificate in Academic Practice programme for Early Career Researchers; monitor take up of CAP among ECRs. (15) Investigate the possibility of developing virtual forums for as many staff as possible across the university (there are examples of departments running their own virtual forums for their own staff). (4) There are a variety of examples of departments running "in house" training and staff development activities for their departmental staff, monitor and evaluate the success of departmental models and look at possibility of transfer to other disciplines/departments; Annual Researcher Day event to be organised; first Day in May 2015.
Support & Career Development	3.4	All employers will wish to review how their staff can access professional, independent advice on career management in general.	13,15	(13) The University is developing role expectations documentation on a dedicated website, based on Vitae's Researcher Development Framework model, that will embrace the full range of academic career pathways open to researchers and provide access to relevant supportive tools and documents from organisations such as Vitae. (15) Investigate the possibility of developing virtual forums for as many staff as possible across the university (there are examples of departments running their own virtual forums for their own staff).
Support & Career Development	3.5	Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies should assist researchers in their career choices by making their own policies and processes for promotion/reward transparent.	9,16,24	(9) Further support will be developed and offered to PIs/Research Managers and mentors to establish a good practice baseline across departments and research groups. This includes a series of modules in support of research managers which is currently in the development stages within HR. (16) Monitor the effectiveness of induction at all levels. (24) Promotion of PDRs as good practice to improve uptake by PIs and Research Staff.
Support & Career Development	3.6	Employers should provide a planned induction programme for researchers to ensure that the researcher understands the organisation, its policies and procedures. They should ensure that Research Managers provide effective environments for the training and development of researchers and encourage them to maintain or start their CPD.	25	(25) PIs and line managers should be encouraged to identify opportunities to delegate project management responsibilities to create learning opportunities for their researchers.
Support & Career Development	3.7	Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those skills.	9,16,17,31	(16) Explore the possibility of developing a central induction programme of policy that can be adapted to each department. (17) Proposal presented to REC making full assessment of suitability of University to make application to Athena SWAN. (9) Research Finance to send a copy of the funding body's guidelines at the start of a funded project when the confirmation of budget email is sent.
Support & Career Development	3.8	Employers also should provide a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance... all researchers should be familiar with such provisions and arrangements.	4,33	(31) Funding Competition (pilot) for researcher networking/career enhancement projects (4) Monitor training and development provided by HR, GLEU and other providers to ensure it meets the needs of researchers. (33) Development of case studies of ECRs' career development with the aim of identifying pathways to success in Goldsmiths.
Support & Career Development	3.9	Research managers should actively encourage researchers to undertake CPD activity as far as is possible within the project.	2,8,23	(8) Analyse the results of annual CROS surveys and refine the action plan as necessary. (2) HR to include Code of Practice document and checklists in contract packs sent to new Research Staff. (23) Researcher Development mini-site to be developed in staff intranet. GOLDMINE.
Support & Career Development: Life long learning	4.10.	Researchers should be empowered by having a realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices.	4,33	(4) Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services ensuring provision is complementary to Department/School-based opportunities. (33) Development of case studies of ECRs' career development with the aim of identifying pathways to success in Goldsmiths
Support & Career Development: Life long learning	4.11.	Employers will wish to ensure that developmental activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible.	4,14,31	(4) Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services ensuring provision is complementary to Department/School-based opportunities. (14) In 2013, the Graduate School plan to roll-out a new Certificate in Academic Practice programme for Early Career Researchers; monitor take up of CAP among ECRs. (31) Funding Competition (pilot) for researcher networking/career enhancement projects.
Support & Career Development: Life long learning	4.12.	Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development, suitable training and support is provided.	8	(8) Analyse the results of annual CROS surveys and refine the action plan as necessary.
Support & Career Development: Life long learning	4.13.	Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation of management committees.	15,18	(18) 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 mentoring schemes and their successes (or otherwise) and this information collated by the REO/HR. (15) Request the establishment of a formal Researchers' Working Group.
Support & Career Development: Life long learning	4.14.	Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	8,18	(8) Analyse the results of annual CROS surveys and refine the action plan as necessary. (18) Bank of mentors to be set up and opportunities for mentoring to be publicised to encourage greater participation.
Researchers' Responsibilities	5.1	Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers	4	(4) Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services ensuring provision is complementary to Department/School-based opportunities.
Researchers' Responsibilities	5.2	Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole.	4,19	(4) Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services ensuring provision is complementary to Department/School-based opportunities. (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. REO will run training sessions in ethics/integrity and a specific event for early career researchers is planned for late 2014/early 2015.
Researchers' Responsibilities	5.3	Researchers should recognise their responsibility to conduct research and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge.	4,19	(4) Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services ensuring provision is complementary to Department/School-based opportunities. (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. REO will run training sessions in ethics/integrity and a specific event for early career researchers is planned for late 2014/early 2015.
Researchers' Responsibilities	5.4	Researchers should also be aware that the skills and achievements required to move on from a research position may not be the same as the skills and achievements that they displayed to reach that position.	4	(4) Continue promoting, developing and monitoring the provision of development opportunities, to include a blended approach to event delivery across all programmes hosted by centralised Professional Services ensuring provision is complementary to Department/School-based opportunities.

Researchers' Responsibilities	5.5	Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly they should identify training needs and actively seek out opportunities for learning and development in order to further that career and take personal responsibility for their choices. Research managers and employers have a responsibility to provide honest advice and appropriate structures and to equip researchers with the tools to manage their own careers.	13,15,26,27,28	(13) The University is developing role expectations documentation on a dedicated website, based on Vitae's Researcher Development Framework model, that will embrace the full range of academic career pathways open to researchers and provide access to relevant supportive tools and documents from organisations such as Vitae. (15) Setting up of researcher-led Researchers' Forum. (26) Researchers to be encouraged to develop their own independent profiles (presences). (27) REO/CIG to make a request to IT that researchers are offered user access to IT after leaving post to allow ongoing relationship with Goldsmiths and input of research material to GRO. (28) Researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (www.research.gold.ac.uk) and to Goldsmiths Open Data as standard practice.
Researchers' Responsibilities	5.6	Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated throughout the year with their research manager and mentor and that they commit themselves fully to these activities. Researchers are encouraged to record their PDP and CDP activities in a log.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Diversity & Equality	6.1	The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Diversity & Equality	6.2/6.3	As is the case for society as a whole, UK research will benefit from increasing equality and diversity in the recruitment and retention of researchers. The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent including those from diverse backgrounds.	4,5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years. (4) Continue monitoring the provision of development opportunities, including making grant applications for internal and external funded schemes, for all staff regardless of their being employed on fixed term or permanent contracts.
Diversity & Equality	6.4	Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the "early career" period may be prolonged, and this may be a time when the risk of attrition from the research path is most acute.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Diversity & Equality	6.5	It is important for employers to respond flexibly to requests for changed work patterns and to resist initial refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Diversity & Equality	6.6	Funders should continue to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity leave.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Diversity & Equality	6.7	Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Diversity & Equality	6.8	Account should also be taken of the personal circumstances of groups of researchers. Examples would include researchers who have responsibility for young children or adult dependents, researchers for whom English is not a first language, older or younger researchers, or researchers with disabilities or long-term health issues.	5, 4,29	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years. (4) Development of training mechanisms to be offered to researchers who are employed by but not based at Goldsmiths. CIG to work with a variety of groups within the university to investigate needs and develop/design options to be trialled in 2016/17. (29) Greater awareness to be raised of the need to hold meetings in a variety of formats and timings to encourage greater participation from researchers.
Diversity & Equality	6.9	All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties.	5	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years.
Diversity & Equality	6.10.	Employers should also consider participation in schemes such as Athena SWAN, Project Juno, and other initiatives aimed at promoting diversity in research careers.	5, 17	(5) The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic years. (17) Proposal presented to REC making full assessment of suitability of University to make application to Athena SWAN.
Implementation & Review	7.1	The implementation of the Concordat's principles will lead to greater integration of researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.	20	(20) 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 the Concordat including involvement with Vitae and the support and development of researchers.
Implementation & Review	7.3	The signatory funders will ensure that their terms and conditions include the expectation that the Research Organisations that they fund will adopt the principles of the revised Concordat.		N/A
Implementation & Review	7.4	Signatory Funders recognise the value of innovation in practices... It is expected that Vitae, the national programme dedicated to realising the potential of researchers, will play a major role in innovating, sharing practice and enhancing the capability of the sector to implement aspects of the Concordat as well as establishing strategic partnerships between funders.	20	(20) 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 the Concordat including involvement with Vitae and the support and development of researchers.
Implementation & Review	7.5	Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the coordination and enhancement of existing information collection and not on the creation of additional data.	20,21	(20) 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 the Concordat including involvement with Vitae and the support and development of researchers. (21) CIG will submit notes of Goldsmiths' practices to contribute to the Vitae database of practice, the conference and Vitae Policy forum.
Management & Implementation	N/A	CIG undertakes a variety of activities to implement the Concordat and these actions acknowledge these activities.	1,5,12,20,22,30,32	(1) University will closely monitor the implementation of the Research & Enterprise strategy - usually in the autumn meeting of the Research & Enterprise Committee. (5) Monitor the implementation of all procedures on Diversity and Equality of Opportunity. (12) Launch of a new HR/Payroll System will make available Management Information to depts to assist in workforce planning. This follows on from action 17 and is a revised action about collecting management information (MI). (20) Action revised from: Departmental Business Managers (DBM) to be invited to join the Concordat Implementation Group (CIG) to ensure the group's membership is broad enough to cover its remit; CIG meetings to be held 3 weeks before Research & Enterprise Committee [REC] meetings; Notes from CIG meetings to be available on staff/student intranet, Goldmine. (22) Increase participation in annual "snapshot" surveys in September/October to be conducted with researchers and PIs. (30) Visual Identity for Goldsmiths' researchers created for use in documentation - online and in print; HR Excellence in Research logo. The logo is used quite sparingly on the website and in documentation and adding the logo in additional sites associated with researcher development would better publicise the work being undertaken by CIG, and other groups in Goldsmiths in ECR career support. (32) Reports on the work of CIG over the past year to be communicated to Departmental Research Committees and Boards as a short narrative report. Deadline: September in time for Departmental meetings in new academic session).

Concordat Implementation Group (CIG): Members 2012-2018	Type of staff/student						
<i>Please note</i> : 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 201/17 and beyond are in yellow-filled fields.	ECR	Senior Academic	Dept Admin	Graduate School	Students Union	Professional Services (including REO and RFO)	Professional Services & Independent Researcher
Lynda Agili (Head, Research Office; Research & Enterprise Committee; 2012-2016);						1	
Ramon Amaro Johnson (PhD student; Associate Lecturer, Centre for Cultural Studies; 2016 -)	1						
Dr Carolina Bandinelli (Lecturer, Media & Communications; 2016-)	1						
Dr Charlotte Bates (Postdoctoral Research Fellow, Sociology; May - August 2016)	1						
Olivia Bogert (Research Finance Manager, Finance; Research & Enterprise Committee; 2015-)						1	
Rody Bristow-Jones (Staff Development Manager, HR; 2012-2015)						1	
Will Cenci (Public Engagement Manager, Communications; 2015-)						1	
Vanessa Freeman (Senior Careers Consultant, Careers Service; 2013-2016)						1	
Leah Gilbert (HR Consultant, HR; 2016-);						1	
Andrew Gray (GRO/Special Collections, Library; 2015-);						1	
Emmy Gregory (Research & Enterprise Secretary, Research & Enterprise Office; 2012-);						1	
Dr Rose Hepworth (Departmental Business Manager, Computing; School of Professional Studies, Science & Technology; 2014-)				1			1
Lesley Hewings (Head, Graduate School; 2012-)					1		
Professor Janis Jefferies (CIG Chair; Academic Lead: Early Career Researchers from 1/9/16; Chair, Associate Pro-Warden (Creative & Cultural Industries) to 31/8/16; Research & Enterprise Committee to 31.8.16; Research Ethics & Integrity Sub-Committee; Computing Department; School of Culture & Society; Practice Lead, Graduate School; 2014-)		1			1		
Dr Nadine Jarvis (Research Fellow, Design; School of Arts & Humanities; organiser of Researchers Association & VLE; 2012-2016)		1					
Dr Tobie Kerridge (ECR, Design, School of Arts & Humanities; 2016-)	1						
Dr Karina Linnell (Reader, Psychology Department, School of Professional Studies, Science & Technology; 2012-)			1				
Dr Mohammad Majid Al-Rifaie (Computing, School of Professional Studies, Science & Technology; post-doc, delegate for Prof Tanaka from Feb 2016)	1						
Daniel Nasr (Education Officer, Student Union; from 2015)						1	
Chloe Nast (Research Administrator, Sociology, School of Culture & Society; 2015-2016)				1			

Dr Deirdre Osborne (Reader in English Literature and Drama, Theatre & Performance; Equality and Diversity Officer GUCU)		1					
Jessica Pavlos (Research Development and Partnerships Manager, Research & Enterprise Office; 2012-2015)						1	
Dr Siân Prime (Director: MA Cultural & Creative Entrepreneurship, ICCE; 2016-)		1					
Dr Alison Rooke (Researcher/Senior Lecturer, Sociology, School of Culture & Society; 2012-)		1					
Dr Cami Rowe (Lecturer, Theatre & Performance; 2016-)	1						
Karen Rumsey (CIG Co-ordinator; Research Systems & Liaison Officer, Research Office; Research & Enterprise Committee, Research Ethics & Integrity Sub-Committee; 2014-)							
Dr Susan Schuppli (Acting Director of Centre of Research Architecture, Visual Cultures, School of Culture & Society; 2013-)		1					
Rad Shahbazi (Business Relationships Manager, IT& Information Services, 2015-)						1	
Dr Muriel Swijghuisen Reigersberg (Research Development and Policy Manager, Research Office, Research Ethics & Integrity Sub-Committee; 2013-2016);						1	1
Dr Zeeshan Syed (ECR, Psychology; 2016-)	1						
Professor Atau Tanaka (Computing Department, School of Professional Studies, Science & Technology; Research & Enterprise Committee; 2013-); on sabbatical from April 2016-April 2017 (Dr Mohammad Majid Al-Rifaie delegated during this period)		1					
Dr Derval Tubridy (Dean of the Graduate School to 31.8.16; Associate Pro-Warden (Research & Enterprise Committee); 2012-2016) to be replaced by Professor Alan Pickering as Dean, Graduate School.		1		1			
Dr Elizabeth Williams (Subject Team Manager-The Library and independent scholar; 2015-)						1	1

No. of staff types	7	9	2	3	1	12	3
%age, Staff types in total membership (34 members)	21%	26%	6%	9%	3%	35%	9%
STAFF /STUDENT TYPES	ECR	Senior Academic	Dept Admin	Graduate School	Students Union	Professional Services (including REO and RFO)	Professional Services & Independent Researcher
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	ECR	Senior Academic	Dept Admin	Graduate School	Students Union	Professional Services (including REO and RFO)	Professional Services & Independent Researcher
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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.

