University of Brighton

Implementation Plan for the Concordat to Support the Career Development of Researchers

201 -20

Overview

The University of Brighton's strategy 'Practical Wisdom' launched in 2016 and sets out our core values of Inclusivity, ЕСR2are.it)-3 (y)6.4 (,)-Txom/o (1100 staff).

e group in terms of age and education, due to Brighton's role in professional practice-based education. To ensure the inclusion of views from this
oup, ECRs are represented within the institution by an ECR Ambassador located in the Research Office and managed by the Pro-Vice-Chancellor
and Enterprise). The Ambassador co-ordinates a network of self-identifying ECRs and presents their interests and issues to committees and senior
ECRs are formal members of University- and School-level Research and Enterprise committees. Our fixed-term staff numbers are small with only
tract research staff employed as at the start of this academic year.

career development at Brighton is also based on our Partnership core value as it involves reciprocal dialogue between individual researchers
who manage research. Research at the University of Brighton is led by the Pro-Vice-Chancellor (Research and Enterprise), supported by two   ity approved 13 Centres of Researc

institutional themes – The Brighton Futures. The Directors and Leaders of these COREs and Themes will a
one, in building partnerships to develop and support individuals who work with them. The University's su
ensures individual staff take responsibility for their career development in partnership with research lead

This Concordat Implementation Plan is a living document, updated and monitored on a regular basis. It ha
actions since its initial development in 2012 and each major reiteration has been the outcome of instituti
Committees, managers and supporting departments but, most importantly by the staff concerned throug
The ownership of this plan lies with the Pro-Vice-Chancellor (Research and Enterprise), overseen by the U
(UREC). All managers of research staff are responsible for ensuring adherence to the Concordat principles
Group (CSG), a sub-committee of the UREC, has responsibility for overseeing and reporting on the sustain

Navigating this Implementation Plan

Each section of this plan begins with the relevant principle from the Concordat to Support the Career Development of Researchers, followed by a quote from a University strategic document. The body of the text then articulates how the University adheres to this principle and outlines actions in the table referring to the relevant section of the Concordat and where appropriate actions from the previous Concordat Implementation Plan (2016 CIP). Policies and resources referred to here are accessible for internal staff from links listed in Appendix b. A glossary of terms and acronyms is in Appendix c.

A. Recruitment and Selection

Concordat Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research

> *'To attract, retain and reward staff (at all career stages) … of the highest quality and impact'*
> *(Strategic Goal 1, Objective 1, Research and Enterprise Strategic*

iii)   To ensure **fairness and consistency** in recruitment, the Recruitment and Selection policy is accompanied by a toolkit that provides best practice guidance on recruitment and selection through blind recruitment (Action 4, 2016 CIP). Recruitment

		invest more time in giving recruitment assistance and advice.				
3	A2, A4					

Action number	Concordat reference	Actions planned	Action initiated	Timescale for completion	Undertaking action	Progress performance measure

Key Success Measures

    b)   Increase of 10% in CROS and PIRLS results across all recognition and value questions in 2019

C Support and Career Development

Concordat Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment
Concordat Principle 4: The

feedback,

already done so. This is usually done through the Professional Recognition and Development Scheme. Researchers with very limited teaching responsibilities may instead obtain Associate Fellowship of the Higher Education Academy through the Professional Recognition and Development Scheme or by completing the first module of the PGCert in Learning and Teaching in HE. The CLT also offers workshops on teaching and learning topics such as inclusive practice, dissertation supervision and blended learning. These opportunities are open to all staff at the University of Brighton and can be run in individual Schools on request. The CROS 2017 survey showed that a high proportion of Brighton respondents have been given the opportunity of training in teaching or lecturing – 69% compared to 37% nationally (Concordat reference C11);

x) **Opportunities for teaching** include laboratory supervision, tutorial support or lectures. In the 2017 CROS survey, 82% of respondents said that they had had the opportunity to teach or lecture compared with 59% nationally and 76% of respondents have had the opportunity to supervise undergraduate or postgraduate research projects, compared with 62% nationally. Further particulars for research staff posts specify that staff contribution to teaching and learning should not exceed six hours per week in order to ensure that they develop and utilise teaching skills without distraction from core work (Concordat reference C12);

xi) ECRs are **represented** by the Early Career Ambassador who sits on the University Research and Enterprise Committee (UREC), the Concordat Steering Group and the Rising Stars Panel. All School Research and Enterprise Committees have an ECR representative as part of the constitution (Concordat reference C13).

Action number	Concordat reference	Actions planned	Action initiated	Timescale for completion	Undertaking

		with the media and effective communication			and experienced academic staff	
11(brought forward from 2016 CIP Action 17)	C5					

| 16 | C9 and C11 | Develop a strategy for communicating outputs published to ensure that their value is celebrated and recognised | June 2018 | December 2018 | HoS, Research Information Officer, Research Office and M&C | 10% increase in CROS recognition and value for publication scores |
| 17 | C9, C10 and C11 | | | | | |

| 21 | C13 and D5 | All Schools |

relevant school. At our annual ECR Conference, there is also a session on effective use of the RDF-titled 'Getting the most out of the Researcher Development Framework' (Concordat reference D1, D6);

iii) Engagement with users of research is key to the University's Research Strategy and it supports engagement between researchers and users and the **transfer of knowledge**. In the 2017 CROS survey, Brighton had a higher proportion of respondents compared to the national average who are engaged in working: across disciplines (55% compared to 53% nationally); with other institutions or outside academia (55% compared to 48%) and with colleagues outside the UK (76% compared with 67%). At Brighton, 40% of respondents had also participated in some form of Knowledge Exchange activity, compared with 37% nationally and 55% of Brighton respondents had collaborated in research with businesses or other non-academic research users, compared to 48% nationally.

In January 2017, the University reorganised its supporting infrastructure for research and knowledge exchange to create a Department of Research, Enterprise and Social Partnerships (RESP). Within this, a new team of Knowledge Exchange Managers, arranged thematically, work with academics to identify opportunities for knowledge exchange and commercialisation to generate impact and income from academic expertise. Support is provided to develop and sustain partnerships with businesses, public and third sector organisations, bid for funding for collaborative R&D and knowledge exchange (including Knowledge Transfer Partnerships), to tender for contracts and negotiate consultancy arrangements. Tey-1.9 2.728 0 TdC12 (n)-0.2.72

25	D3	Develop and roll out online training for researchers on GDPR compliance	November 2017	April 2018	Head of Data Compliance and Records Management	75% staff to have undertaken training in first year
26	D4, D5 and D6	Increase numbers being mentored	2016	Ongoing	Associate Pro-Vice-Chancellor (Research and Enterprise) and mentoring leads	326 to be undergoing mentoring by 2020
27	D5	Launch new staff web profiles which will be populated by individuals	July 2018	July 2019	Individual researchers with promotion by Marketing and Communications, Research Office and Deput3 Twl1 Tc 0.0	

31   D5   To implement a new self

training on leading equality and diversity was provided for all members of the University Executive Board in December 2016. Training was provided for Governors on their responsibilities in relation to equality and diversity in September 2017. The University also provides

vii) Equalities Impact Assessments are carried out annually as part of, and following the yearly **promotion** process. Any issues identified help inform future action planning. The University implements equality and diversity guidance provided by the Research Councils and monitors internal policies for internally-funded research appointments (Concordat reference E7);

viii) The University has five **staff equality 2 ().8 ().9 ()0.6)69y)7.57.011 0 Td(4 p) 90k-90.8j0.004c 0.005w 0.218.6)0.7 (J (-)3Un2.36)0.7-68 yD5 TdTT2 1 Tfab6h2g2.5**

| 35 | E1, E3, E4 | Enhance equality and diversity staff development offering to address priority equalities areas, as identified through our equalities monitoring, charters work and other research (including CROS and PIRLS) | August 2017 | New training and |

| 38 | E7 | Pilot and review enhanced approaches for embedding equality considerations within Committee decision-making processes. (Was action 26 of the last plan) | November 2017 | Pilot to begin in 2017/8 academic year Review during 2018/19 academic year |

Appendix a - Terms of Reference and Membership of Concordat Steering Group

CONCORDAT STEERING GROUP
Reporting to: Research Strategy Committee
Terms of reference

1. To make recommendations on policy and strategic developments that support the implementation of the Concordat for the Career Development of Researchers
2. To oversee support from Professional Services for research staff including training, induction and career development opportunities to ensure an institutional approach in line with the Research and Enterprise Strategic Plan
3. To support Schools in the implementation of the Concordat, advising on activities and identifying and sharing good practice across the institution
4. To maintain oversight of national and international developments, including requirements for the award of kitemarks and the preparation of submissions for them
5. To carry out benchmarking of institutional progress with the rest of the UK HE sector through involvement in the Careers in Research Online Survey (CROS) and the Principal Investigators and Research Leaders Survey (PIRLS)
6. To oversee the development of the Concordat Implementation Plan reporting on progress to the University Research and Enterprise Committee and the Diversity and Equality committee.

Constitution and Membership

Constitution	Member 2017-18
Members – All members are appointed for a two-year period	
A Chair appointed by the P-V-C (Research & Enterprise)	Professor Andrew Church
Up to three Deputy Heads of School (Research & Enterprise), ensuring representation across all disciplines	Professor Flis Henwood Dr Brian Jones Dr John Wrighton

Chair of the Professors Group or nominee

Appendix b - Links to Documents Referred to within this Implementation Plan

Human Resources - http://www.brighton.ac.uk/humanresources/recruitment-and-staffing.html

Human Resources Strategy
- https://staff.brighton.ac.uk/hr/mngmt/docs/Human%20Resource%20Strategy%202015-20.pdf

Induction Process
- https://staff.brighton.ac.uk/hr/aod/docs/Induction%20and%20Probation%20Process%20Guidelines%20for%20New%20Starters.pdf

Knowledge Exchange and Knowledge Transfer Partnerships - 228   0   Td75x   74(r)Tj.2   (s)-9

Glossary of Terms and Acronyms

APVC