

Introductory paragraph

The following gap analysis was completed during 2012 by the Human Resources (HR) Department in close collaboration with the Director of Research, the Equality & Diversity Manager and the University's Research staff representative. Evidence obtained from the results of the 2011 CROS Survey featured largely in contributing to the prioritised issues and actions column. The progress of the action plan detailed below is the responsibility of the University Research & Knowledge Transfer Committee (URKTC) and key players on this committee include a Pro Vice-Chancellor, Director of Research, senior professors and research staff representatives. The University's Research Strategy endorses the commitment of the University to comply with the Concordat to Support the Career Development of Researchers and to ensure effective development opportunities for all levels of research-active staff. In addition, the Governors' Human Resources Committee takes an active interest in the progress being made in meeting the Concordat and quarterly update reports are required from HR to ensure that the University remains on target for meeting its Concordat obligations. A further group, the Organisational & Staff Development Group, which includes the Director of Research and Deputy Director of HR as members, discusses development opportunities and frameworks for research-active staff as part of its role in advising Vice-Chancellor's Executive (VCE) on staff and organisational development issues. HR's responsibility is reinforced by the KPI's relating to the development of research-active staff that is described in the University's new HR Strategy for the period 2012-2017. A key factor arising from the 2011 CROS Survey (which included specific UoP-devised questions) led to the creation of the research staff forum which is coordinated by a Principal Research Fellow who is the University's research staff representative on the URKTC. She has recently become the representative for the South East Universities on the Vitae-supported UK Research Staff Association. The University's Research Staff forum provides an opportunity for research-active staff to come together to share views on their experience in the University, as well as participating in short information and training briefings.

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Concordat summary	Policies, procedures & systems	Evidence of activity & compliance	Evidence	Issues and resulting actions	Timescale	Responsibility
A. Recruitment & Selection						
A1 Purpose & role of researchers at UoP			All roles have a written job description and person specification detailing purpose and role of research post. Five research job description templates have been created to describe the basic competences, responsibilities and level of contribution that can be expected of research staff at particular grades. Each of the job description templates allows for details of the research project to be added along with the specific duties/responsibilities. None of these roles will include any requirement to teach or demonstrate. A research roles overview document describes the differences between the research roles/grades and is intended to help Principal Investigators (PIs) focus on the level of researchers they wish to employ at the bid writing stage. This information is all available on the HR web pages. HR Reward & Benefit staff review all job descriptions prior to advertising to ensure that the grade matches the roles/responsibilities.			
A2 Diversity (age, gender, disability & ethnicity now			All posts are advertised in accordance with statutory and institutional requirements in order to ensure full	Ensure that monitoring is in place across all protected characteristics	By 31/03/2014	HR and E&D

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<p>superseded by all protected characteristics)</p>			<p>compliance with equality legislation. A Single Equality Scheme was implemented, in response to the 2010 Equality Act, and this was monitored by the Equality & Diversity Unit (E&D). This has now been replaced with an updated Equality Objectives 2012-2015 document which includes an action to ensure that monitoring is in place across all protected characteristics and is being used to support Equality Analysis activity.</p>	<p>and is being used to support Equality Analysis activity.</p>		
<p>A3 Recruitment and Selection procedures</p>			<p>Legislatively compliant. Recruitment & Selection policy was updated in February 2011. The University recently launched an online recruitment system which is beginning to increase efficiency and effectiveness for both applicant and recruiter. Current selection practices will be reviewed to improve selection methods and techniques.</p>	<p>Review current selection practices and introduce improved selection methods and techniques.</p>	<p>Review of recruitment techniques by 31/12/2013 Implement new approaches by 31/12/2014</p>	<p>HR</p>
<p>A4 Fixed term posts recorded & justified</p>			<p>Research posts are usually linked to funding and length of appointment will be limited by this. However, once an employee achieves four years' continuous service, an open-ended contract is issued in line with Protection of Employees (Fixed-Term Work) Act 2003. The letter accompanying the open-ended contract confirms the latest date for which there is secured funding. If no further funding is made available, then the employee is treated in the same way as any other employee on an open-</p>	<p>Combine statutory requirements for fixed term workers with Vitae recommendations to ensure that discussions include not only the consequences of the imminent end of fixed term contract, but also discussion and consideration of career options.</p>	<p>By 31/03/2014</p>	<p>HR, Employability & Research community</p>

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			<p>ended contract and will follow statutory and occupational redundancy processes. All UoP staff, whose position is coming to an end, whether by end of fixed term contract, end of secured funding or redundancy, are offered the opportunity to be redeployed to alternative posts within the University, ahead of any general internal or external advertising, provided they meet the essential criteria on the person specification for the role. This is called the 'ring-fence process' and takes place for a minimum of 2 months prior to the date of termination. The employee is notified of all suitable vacancies and can choose whether to express an interest or not. If they do, they will go through a 'ring fence' recruitment and selection process. Advertising wording specifies nature of post to be a fixed term contract. Named Researcher appointments are honoured where funding is linked to a named individual on the funding grant.</p>			
A5 Composition & training of recruitment panels			<p>Recruitment and selection training is provided by HR. All recruitment panels must have a trained interviewer, be gender balanced and include at least three people. On research appointment panels, one member would be from the recruiting department. A review of panel composition over the past 2 years suggests that the gender balance is not</p>	<p>Ensure that appropriate gender balance on panels exists and to monitor this on a regular basis.</p> <p>Set up mandatory training for all interview panel chairs. This will form part of an expanded suite of</p>	<p>By 30/06/2013</p> <p>By 31/03/2014</p>	<p>HR</p> <p>HR with backing from VCE.</p>

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			always adhered to and does not appear to have been monitored in HR.	recruitment and selection training, taking account of online recruitment, the systematic process used by the University for recruitment and selection decisions and the understanding of roles and responsibilities within the process. Consideration should also be given to training for all panel members.		
A6 Feedback on recruitment outcomes			Applicants who are not shortlisted are told of decision by email and may request feedback. After interview, all unsuccessful candidates are informed of the decision with feedback and this is the role of the Trained Interviewer.	Reinforce requirements during recruitment & selection training and specifically for chairs of research interview panels.	By 31/03/2014	HR
A7 Level & consistency of pay grades for researchers			All roles are evaluated against Higher Education Role Analysis (HERA) guidelines and Towers Watson. All evaluators have received HERA training. See also evidence of A1 above.			
Recognition & Value						
B1 Equal treatment regardless of contract type			The University is fully compliant with legislative requirements of employment law, ie, discrimination law, Protection of Employees (Fixed Term work) Act 2003, Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, Agency Worker Directive 2009 etc, and			

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			follows fair recruitment and selection processes for all staff. The Single Equality Scheme was implemented and all HR policies and procedures have been impact assessed. The Equality Objectives 2012-2015 document is now the focus of action for the University (see A2 above). Also see A4.			
B2 Compliance with Fixed Term Employee Regulations			See B1. Staff are able to apply for internal vacancies which are advertised on the University's website (some are only advertised internally) and are offered as opportunities for development and promotion. Any agreed regrading would need to be financed by the University if further research funding were unavailable or those tasks which are grade effective would need to be removed from the job description. Research staff, as with all staff, may submit their own regrading case, if they believe their roles and responsibilities have expanded. All staff that have 2 or more years' continuous service at the point at which their contract expires will be paid a redundancy payment calculated on the basis of the statutory calculation but using their final salary.	Ensure that PIs and Research Managers are aware of the implications of changing job descriptions mid-way through a research grant. This would form part of a comprehensive set of guidance notes for PIs/Research Managers to be posted on the web pages and also reinforced via management information briefings.	By 30/09/2013	HR with Director of Research
B3 Appraisal & Performance Management			Performance & Development Review (PDR) scheme was rolled out to all staff during 2011/12 academic year. HR procedure on management of under-performance was reviewed and revised	Ensure that all research staff undertake an annual PDR in line with their contract of employment, as there is evidence from	By 31/08/2013	HR Business Partners and Staff Development Advisers

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			<p>in 2010 and all managers received briefing and guidance on how to use new procedure. HR Business Partnering teams support managers and staff on performance management issues.</p>	<p>the 2011 CROS survey that this does not always happen. Review mechanism for ensuring that PDRs are held.</p> <p>Ensure that PIs/Research Managers also attend performance management information briefings as part of the programme described at B5 below.</p>	See B5	
B4 Career development guidance			<p>UoP does not offer formal career development advice to any employees within the University. However, PDR includes discussion about longer term employee needs, aspirations and requirements. Independent professional careers management advice is available to all employees through the Employee Assistant provider, Right Management Ltd.</p> <p>The 2011 Staff Survey identified that 66% of respondents (return rate was 61% for whole university) believed that more guidance could be given on career progression. Also see C18 regarding mentoring.</p>	<p>Design, develop and implement career development workshops as part of a development framework for research – active staff. Initial design work undertaken to identify gaps in provision.</p> <p>Review perceptions of staff on career progression after 2013 Survey.</p>	<p>Outline development programme for research-active staff available during 2013/14 academic year and full programme available for 2014/15 academic year</p> <p>By 31/05/2013</p>	<p>HR, Research & Knowledge Transfer Services (RKTS), Research staff representative</p> <p>HR</p>
B5 Research managers aware of responsibilities			<p>Revision and creation of significant numbers of HR policies between 2008 and 2011. Formal research managers are</p>			

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			<p>heads of departments or professors, many of whom have attended briefing sessions to clarify, support and explain new policies. Follow-up guidance and support is available to managers from HR Business Partnering team.</p> <p>Work has commenced to develop a specifically-branded research leadership and performance management programme to ensure increased dissemination of responsibilities and UoP policies.</p>	<p>Complete development and launch leadership and performance management programme for all research-active staff with people management and/or leadership responsibilities.</p> <p>Develop and disseminate responsibilities for PIs on recruitment, induction, development, PDR, career management/advice, performance management of their research staff.</p> <p>Review the Vitae 'Every Researcher Counts' training and resources.</p>	<p>Outline programme launched late 2012/13 academic year and full programme available for 2013/14 academic year</p> <p>By 31/12/2013</p> <p>By 31/12/2013</p>	<p>HR, RKTS, Research staff representative, Director of Research</p> <p>HR</p> <p>HR/Research staff representative</p>
B6 Research managers trained including equality & diversity issues.			See B5. Managers are expected to attend equality and diversity training and are specifically invited to events. All new staff, as part of their induction, are		E&D training refreshed from September 2012, including new online facility.	E&D

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			<p>expected to undertake the online Equality & Diversity (E&D) training programme. Managers are eligible to attend all existing development events. Induction process includes E&D requirements, both the induction paperwork and the induction conference.</p> <p>The new Initial & Continuing Professional Development Policy will reinforce the requirement for people managers to participate in all required training, including E&D issues. A new E&D Manager has started working closely with HR and the Director of Research to prioritise this.</p> <p>E&D online training resource and guidance is provided and has recently been reviewed and extended. There are also programmed Management Information Briefing sessions through the academic year.</p> <p>Also, see B5.</p>		<p>Policy agreed late 2012 launched January 2013.</p>	<p>HR</p>
<p>B7 Research managers' performance management</p>			<p>See B3. Business Partnering teams work with departments to monitor PDR coverage and also review how agreed staff development needs may be met. Also see B5.</p>	<p>Identify appropriate PDR reviewers for research staff.</p>	<p>By 31/08/2013</p>	<p>HR Business Partners & SD Advisers with Heads of Department</p>
<p>B8 Redeployment opportunities, mechanism &</p>			<p>See A4. Short-term contracts may be offered to ensure continuity of service wherever possible. Managers meet</p>	<p>Implement redeployment process using online recruitment system.</p>	<p>By 31/08/2014</p>	<p>HR</p>

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<p>support between fixed term grants</p>			<p>routinely with all employees approaching end of fixed term contracts to discuss University's ring fence and redeployment process. Skills audit form (used to assess employee's suitability against requirements of unadvertised vacant posts) is provided by HR Department when written communication sent to employee alerting them of the end of their fixed term contract.</p> <p>Although Faculty Managers have been responsible for ensuring that PIs/Research Managers are informed of the ring fence and redeployment process in respect of research staff whose contracts are coming to an end, evidence suggests that this does not always happen.</p> <p>Second phase of implementation of e-recruitment system will include implementation of redeployment process to improve efficiency and effectiveness of process for both employees and UoP.</p>	<p>Reinforce communication and understanding of the ring fence and redeployment process with PIs and general Faculty and Departmental management. This should also be part of the written PI responsibilities reported in B5.</p> <p>Implement second phase of system</p>	<p>By 31/12/2013</p> <p>By 31/08/2014</p>	<p>HR</p> <p>HR</p>
<p>B9 Agreed pay grades and progression transparent</p>			<p>See A1. Single pay spine. Compliance with National Framework Agreement. All information is available on the HR web pages.</p>			

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<p>B10 Pay progression in accordance with the Framework Agreement</p>			<p>Full compliance with National Framework Agreement.</p>			
<p>B11 HR strategy refer to career framework and progression</p>			<p>HR Strategy, which covers period 2009-2012, refers to whole workforce development to meet strategic needs of the University. New HR Strategy covering period 2013-2017 has been developed specifically to ensure consistency with the aims of the new Strategic Plan and Research Strategy. This includes emphasis on the development of further skills profiles/frameworks to be used in identifying development needs and clarifying career progression opportunities.</p> <p>HR Service Plan (2011-2013) specifically refers to career framework and progression, as well as requirement to adhere to and ensure implementation of Concordat principles.</p>			
<p>B12 Promotion opportunities transparent and communicated</p>			<p>Posts are often advertised within UoP for current staff only to apply, including promotional opportunities. All posts are advertised, including use of internet, journals, Job Centre, DisabledGo to maximise access by suitable candidates. All staff may request a review of their grade through the regrading process if</p>	<p>See B2</p>		

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			they believe that their job has expanded beyond its current grade. Any agreed regrading would need to be funded by the University if further research funding were unavailable or those tasks which are grade effective would need to be removed from the job description.			
C Support & Career development						
C1 Career development for researchers			General programme of staff development opportunities is available which is organised by a range of providers (HR, RKTS, Department of Curriculum & Quality Enhancement (DCQE), IT Training, Marketing & Communications) including some targeted at researchers.	Develop a holistic framework and programme of development for all research –active staff, branded specifically for these staff.	Outline programme launched late 2012/13 academic year and full programme available for 2013/14 academic year	HR, RKTS, Research staff representative, Director of Research
C2 Broad-minded culture of valuing all career paths equally			UoP supports staff movements across roles where they have the appropriate knowledge and skills to meet requirements of the person specification. UoP is developing a range of frameworks focused on specific roles, ie, research-active staff, staff supporting learning and teaching, technical staff, which will provide clarity on different levels within a range of roles.	As C1		
C3 Development of transferable & professional skills			See A1. Skills profiles to match each role profile/job description template have been created to assist staff and managers to understand the range of skills required at the different research grades.	As C1		

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			A range of skills workshops are already run by different learning and development providers across the University and work is taking place to bring this together in a targeted framework and programme as in C1. Opportunities are given to sign up for bulletins of research funding opportunities in RKTS.			
C4 Development of project specific skills			See C3			
C5 Access to independent professional career management advice			All staff can access career guidance through the University's Employee Assistance Programme (EAP) provided by Right Management Ltd. Quarterly reports produced which indicate take up on an anonymous basis provided to UoP.	Promote EAP's services more effectively to staff following outcome of 2011 CROS Survey. Investigate breadth of career guidance opportunities available from EAP. Investigate feasibility of obtaining specific researcher skills career advice expertise.	By 31/08/2013 By 31/12/2013 By 31/08/2014	Well-being & Engagement Steering Group HR HR/Director of Research
C6 Clear systems to plan career development			Career development planning is available as part of PDR discussions and the development of job description templates/role profiles and skills profiles			

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			<p>provide clear development routes.</p> <p>See also A1 for systematic approach to research roles, skills and grades.</p> <p>The introduction of mentoring scheme would provide greater support for career development.</p>	See C18		
C7 Policies and processes for promotion and reward			<p>Policies and procedures for promotion and reward are open to all staff across the University, eg, through recruitment and selection, recognition awards, contribution awards.</p> <p>New framework of development and recognition for improving excellence in learning and teaching in University which will also be available for research staff is being launched during 2012/13.</p>	<p>See action for B2. Monitor numbers of recognition awards for research staff and investigation of how these may be made available when there is limited research funding.</p> <p>Investigate feasibility of finding alternative funding where required.</p>	<p>Monitoring system in place by 31/08/2013</p> <p>By 31/12/2013</p>	<p>HR</p> <p>HR & Finance</p>
C8 Awareness of local and national career development strategies			<p>The Director of Research is a member of the South East Hub network of the Vitae organisation and feeds back to the Research Staff Forum set up in UoP in 2011. RKTS staff are members of, and attend, the Association of Research Managers & Administrators. HR staff</p>	<p>Ensure the effective mechanism for dissemination of information to all researchers so that opportunities are not missed.</p>	By 31/12/2013	Director of Research

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			<p>attend the Leadership Foundation in HE conferences and events and disseminate information to UoP on research career development initiatives. UoP issues a quarterly RKTS News newsletter which is available to all staff electronically and via the website.</p> <p>Work is in progress to identify the feasibility of developing a strategic leadership programme for senior research-active staff.</p> <p>In addition, the UoP Research staff representative has been supported to attend Vitae conferences in order to disseminate information via the Research Staff forum. This individual is also the Vitae-supported UK Research Staff Association representative for the South East which ensures that she has access to influence the context of debates concerning local and national research staff issues.</p>			
C9 Planned induction for researchers on appointment			<p>All new employees are automatically invited to University-wide staff induction event and there is a high attendance rate. Personal induction plan paperwork is generic and designed to cover all staff. There is recognition that local induction is less effective and work is taking place to develop more effective local induction arrangements specifically for research</p>	<p>Develop more effective induction arrangements for research staff (also review arrangements for all staff). This has been identified as part of the design of the development programme for new research active</p>	<p>By 31/12/2013</p>	<p>HR and Research staff representative</p>

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			staff.	staff. Also see action for B3.		
C10 Research managers provide effective environment for training & development			See B3, B4, B7.			
C11 Articulation of skills researchers will need and direct development accordingly			See A1 and C3. Development programme to be implemented.			
C12 Research managers should actively encourage CPD			PDR scheme includes discussion and review of CPD. Feasibility study taking place on introduction of 360 degrees feedback for senior research managers which will raise the profile of how staff perceive managers' approach and style in respect of CPD and management and leadership capabilities.	Implement 360 degrees feedback as added mechanism to improve research managers' leadership and coaching skills.	Pilot to be run 2013/14 academic year with potential full roll out in 2014/15.	HR & Director of Research with backing of VCE.
C13 Researchers empowered to take personal responsibility to development			See C12.			
C14 Appraisal system for all researchers			PDR scheme for all staff which is a contractual requirement. See issue under B7. Evidence from CROS Survey suggests review of research staff	Ensure that researchers and their managers comply with contractual requirement to	By 31/08/2013	HR and Heads of Department

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			reviewers in PDR needs to take place.	conduct/undertake annual PDR. See B7.		
C15 Development to include preparation for academic practice			Launch of new development and recognition framework (Academic Professional Excellence Programme (APEX)) to improve excellence in learning and teaching for new and existing staff that support learning and teaching, including access for research staff, is being launched during 2012/13 academic year. This supersedes the PGCLTHE which was run until February 2012, following the revision of the UK Professional Standards Framework (UKPSF). It will enable staff to achieve descriptor 1,2,3 of the UKPSF to teaching and supporting learning in higher education, as appropriate to the role.	Complete the implementation, communication and understanding of the APEX programme for all Heads of department and people managers of all staff concerned. Monitor take-up of research staff and consider effectiveness of setting specific targets for this category of staff. Targets already in place for academic staff in Education Strategy.	By 31/08/2013 By 30/09/2013	DCQE & HR DCQE & Heads of Department
C16 Training provided for all researchers who undertake teaching and demonstrating			See C15			
C17 Researcher representation and input to policy and practice development			The Research staff representative is a member of the University Research & Knowledge Transfer Committee (URKTC). In addition, the University Negotiating & Consulting Committee (UNCC) comprises			

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			management and trade union representatives and UCU members are representatives of all academic and research staff. Research staff were also involved in the development of role and skills profile frameworks with HR staff.			
C18 Mentoring arrangements in place			No formal mentoring policy and practice. Informal schemes operate in some departments. Also see B4 and C6.	Introduce a University-wide mentoring scheme for all staff, including academic and research staff. This is a major initiative and a significant requirement of the 2012-2017 HR Strategy.	Establish project team to include research staff representation by 31/12/2013 Investigate current models operating in other HEIs (eg, St Andrews, Bristol) by 31/12/2013 Agree project plan for implementation of mentoring scheme by 31/12/2013	HR Mentoring project team Mentoring project team
D Researchers' responsibilities						
D1 Researchers informed about their responsibilities and the culture of individual ownership of development & career progression			Continuing Professional Development (CPD) Policy applies to all staff and the principle of individual ownership is integral to Policy. Successor policy (Initial & Continuing Professional Development Policy) was agreed late 2012 and reinforces same principle. Awareness amongst research staff perceived to be low.	Ensure that managers take more responsibility in discussing CPD with staff. Induction arrangements for new research staff will focus on this issue.	See B5 and C9	See B5 and C9

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D2 Researchers recognise their responsibilities to undertake research and disseminate results			Details included in job descriptions and role profiles. Many academic departments have their own programme of research seminars which are keenly attended.			
D3 Researchers aware of the need for ethical behaviour			'Research Ethics Seminar' run once a year by RKTS. It is also run as part of DCQE's programme of events for PhD Supervisors 'Ethical Research & Ethical Supervision'. UoP Ethics Policy published in August 2011 includes research ethics and integrity. There is a UoP Ethics Committee and five Faculty Research Ethics Committees, which includes senior researchers in their membership, and a separate Governors' committee on Ethics	Identify effective mechanisms for maximising and monitoring engagement in this area.	By 31/12/2013	Faculty Ethics Committee
D4 Researchers aware of skills needed to move on from their current position to a future position			See A1, B3, B4, B9, B12, C1, C6.	Implement actions under B3, B4, C1, C6.		
D5 Responsibility for managing career			See C11, C12, C13, C14, C18, D1.			
D6 Researchers identify training needs and seek development opportunities			See A1, B3, C3, C4.			

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<p>D7 Research managers & HEI provide honest advice for researchers to manage their careers</p>			<p>See B4, B5, B7, C6, C11, C12, C14, C18.</p>			
<p>D8 Research managers encourage researchers to attend training & career development events & courses</p>			<p>RKTS events are emailed to all academic and research staff (including PTHP lecturers) directly. Also, B3, B4, B5, B7.</p>	<p>Ensure that PIs/research managers encourage their staff to attend events and that staff and managers understand the purpose and reason for holding the events. The development framework and programme for research-active staff will be launched with this group of staff.</p>	<p>See B5</p>	<p>See B5</p>
<p>D9 Career development discussed, monitored and evaluated with research manager and mentor</p>			<p>Longer term development needs are discussed as part of the PDR process and involving the employee and research manager. For mentoring see C18.</p>		<p>See C6</p>	<p>See C6</p>
<p>D10 Researchers record PDP & CPD activities</p>			<p>CPD/PDP recording framework exists for all staff to use and present to their PDR reviewer at annual review. Take up by research staff perceived to be low from 2011 CROS Survey results.</p>	<p>Investigate ways of increasing understanding and take-up of these frameworks.</p>	<p>Review results from 2013 CROS Survey Investigation to be completed by 31/12/2013</p>	<p>RKTS, HR and Heads of Department</p>
<p>E Diversity & equality</p>						

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<p>E1 UoP takes positive steps to promote equality & diversity</p>			<p>The University provides a resource-dedicated E&D team to provide support, advice and guidance to the University's managers, staff and students ensuring that the University delivers a working and learning environment built on the ethos of respect, dignity and inclusion. Positive evidence from 2011 Staff Survey on E&D questions indicated that this was one of the most positive perceptions of staff. Bullying and discrimination issues were raised in the 2011 CROS survey and were addressed promptly and action taken to resolve them.</p>	<p>Review E&D results from 2013 Staff Survey.</p> <p>Review results from the 2013 CROS survey.</p>	<p>30/04/2013</p> <p>31/12/2013</p>	<p>HR/Director of Research</p> <p>Director of Research/Research staff representative</p>
<p>E2 Develops specific schemes and action plans</p>			<p>Single Equality Scheme and action plan completed and actions have been met. New equality objectives document has been agreed which identifies further work to be undertaken. See As and B1.</p>	<p>Monitor success in meeting criteria for success at University E&D Committee.</p>	<p>Various between 2012 and 2015 as described in Equality Objectives 2012-2015.</p>	<p>E&D</p>
<p>E3 Recruitment from diverse backgrounds</p>			<p>Recruitment targets a wide range of applicants by ensuring significant dissemination of posts available via internet and research specific journals and websites. The University is promoted as an equality employer in job adverts and on recruitment pages, using the DisabledGo, Mindful Employer, Athena Swan, Working Families, Stonewall Diversity champion logos. The impact of UKBA regulations may restrict diversity and therefore be beyond UoP control.</p>	<p>Establish effective monitoring and reporting mechanisms with new online recruitment system.</p>	<p>By 31/08/2014</p>	<p>HR</p>
<p>E4 Address</p>			<p>UoP offers fair and equitable treatment</p>			

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<p>disincentives and indirect obstacles to retention & progression in research careers</p>			<p>to all staff and equality of opportunity at point of entry to the UoP and throughout employment through a variety of policies and working practices, including Recruitment & Selection Policy, Equality Objectives. Statutorily compliant in respect of fixed- term and part-time workers' legislation</p>			
<p>E5 Flexible working conditions necessary for research performance</p>			<p>Time off in lieu (TOIL) and flexible working arrangements available within departments. University operates unpaid parental leave and time off for dependents. Managers also have discretion to grant paid compassionate leave within University guidelines.</p> <p>May be an issue in respect of consistency of approach across UoP.</p>	<p>Investigate issue and consider options.</p>	<p>By 31/12/2014</p>	<p>HR and Heads of Department.</p>
<p>E6 working conditions should allow researchers to combine family, work, children and career</p>			<p>Family friendly policies available within the University, including occupational maternity/paternity/adoption pay/leave, unpaid parental and time off for dependents' leave. Annual leave entitlement for research staff is 35 days. The University is closed between 24 December and the day after New Year Bank Holiday without requirement to use annual leave entitlement. University nursery provides for limited places for staff, as students have first choice on places.</p> <p>The Working Families organisation, which</p>	<p>Arising from the Athena SWAN Committee, action has been agreed to create University web pages that bring together a range of services available for staff with family responsibilities which can be accessed during evenings/holidays.</p> <p>Review results of Working</p>	<p>By 31/08/2013</p> <p>By 31/08/2013</p>	<p>E&D</p> <p>E&D and HR</p>

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			<p>the University has joined, is focused on ensuring policies are family friendly and the University will undertake an audit of its policies and procedures with Working Families support in May 2013 to achieve an initial benchmark. Working Families also offer family friendly and well-being support.</p> <p>The University has an informal well-being and engagement steering group which is working towards a holistic University-wide approach to wellbeing interventions and specifically designed web pages were launched early 2013. Additional questions on staff perception of well-being activities have been included in the 2013 Staff Survey.</p> <p>In addition, the University provides an Employee Assistance Programme for all staff in the University. Usage is monitored on a quarterly basis by HR. See also C5.</p>	<p>Families audit, identify gaps and prepare action plan.</p> <p>Review results of the well-being questions in Staff Survey to identify what further action is needed.</p>	<p>By 31/05/2013</p>	<p>Well-being and Engagement Steering Group</p>
<p>E7 Aim for representative balance of gender, disability, ethnicity and age in all staff levels</p>			<p>Annual reports on HR data to Governors' HR Committee to monitor equal opportunities and workforce data. Equal pay audits produced annually and reviewed by Vice-Chancellor's Executive (VCE), HR Committee and UNCC. Equality and Diversity report prepared annually by E&D.</p>	<p>Further work is required to strengthen reporting capacity on workforce.</p>	<p>By 31/08/2014</p>	<p>HR and Information Services</p>

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			The University has joined the Athena SWAN Charter and applied for the Bronze Award as an institution in November 2012. Work is currently being undertaken to meet the Athena SWAN action plan.	Continue work on action plan so that the University may achieve departmental silver awards.	SET departments to have achieved silver by 31/12/2015.	Athena SWAN Committee
E8 Transparent Equal Opportunities policy at recruitment and subsequent career stages			Fair and equitable recruitment and selection practices are in place to ensure a diverse workforce to meet the needs of the University and compliant with legislative requirements.	See A3 and A5.		
E9 Diversity reflected on selection & recruitment panels			See A5			
E10 Measures in place for the reporting of and dealing with discrimination, bullying or harassment			Anti-bullying and harassment policy produced in 2009 and recently updated in line with changes in legislation. Training for managers rolled out from 2009. University offers various options for reporting, be it through staff networks, Harassment advisers or the more formal HR process. All options are promoted to staff at induction, via posts and through the web pages. A Bullying & Harassment Working Group monitors the impact of the policy.	Undertake further work to update policy further to refocus on promoting dignity and respect at work and value diversity.	By 31/12/2013	Bullying & Harassment Working Group
F Implementation & review						
F1 procedures in place for regular			Currently this is not done systematically	Establish small working group (driven by URKTC)	By 31/08/2013	URKTC

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<p>review of the Concordat and the extent to which UoP meets it</p>				<p>to review this twice yearly and report to URKTC.</p>		
<p>F2 Obtaining feedback from researchers</p>			<p>CROS survey with specific UoP questions undertaken in Autumn 2011. Results reviewed in URKTC and action identified to remedy gaps. The survey will be repeated in 2013.</p>	<p>Integrate review of results of CROS Survey into the regular work of URKTC and ensure action plans arising from results are drawn up and implemented.</p>	<p>By 31/08/2013</p>	<p>URKTC</p>
<p>F3 Benchmarking UoP against other HEIs/the sector</p>			<p>UoP participates in DLA Piper benchmarking returns for the whole University. HESA Staff returns are also used as benchmarking tools. The annual CROS Survey also provides evidence of UoP's ability to benchmark. UoP is committed to achieving the HR Excellence in Research Award which will also provide benchmarking and an audit of practice against other HEIs/the sector.</p>	<p>Ensure that each benchmarking tool is referred to, discussed and actions agreed at appropriate University-level committee.</p> <p>Discuss feasibility of conducting Principal Investigators & Research Leaders Survey and agree action.</p>	<p>31/08/2013</p> <p>By 31/08/2013</p>	<p>HR and Director of Research</p> <p>URKTC</p>
<p style="text-align: center;"></p> <p style="text-align: center;">Requires considerable additional work to meet the concordat principle</p>				<p style="text-align: center;"></p> <p style="text-align: center;">Fully or significantly meets the concordat principle</p>		

 <p>Requires some relatively minor adjustments to meet the concordat principle</p>			 <p>Insufficient evidence to decide</p>
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