University of Brighton Concordat four year review

a) *Internal evaluation*

The University of Brighton's Concordat Implementation Plan is overseen by a Concordat Steering Group (CSG) which regularly update its and considers progress towards actions. In addition, for this review, the Group was informed by: the outcomes of the 2015 CROS and PIRLS surveys (36 and 60 respondents); input from key stakeholders including most significantly Human Resources, the Research Office and Equalities and Diversity; a series of site-based focus groups to which all staff were invited (circa 30 attended); a workshop with the Assistant Heads of School (Research) and other Research Leaders (15 attendees). The Research Strategy Committee reviewed a list of proposed actions and the CSG developed the new Plan. This review and the new plan were signed off by the interim Pro-Vice-Chancellor (Research) and the Vice-Chancellor.

b) *Progress against 2011 and 2014 action plans and strategy outlined in interim review*

The University is pleased with its progress to date which is summarised in the table below. Key successes include the development and implementation of *policies and supporting guidance* (Recruitment and Selection, Induction) and a more structured approach to career support and development. A *Professorial Framework* now defines clear criteria for the four bands of Professor (2014) and Professors are supported by career development activities run by the University Professors' Advisory Group. *Mid-career researchers* are supported by a Research Leadership Programme (launched 2014) which offers research leadership training relevant to the University of Brighton context (40 participants to date). Our more *junior researchers* continue to be supported by our annual Future's Bright ECR conference (circa 60 attendees per annum since 2010) and an ECR network (circa 100 members). This network was established in 2013, and is managed by the ECR Ambassador (post now in its fourth year) who represents their interests on University Committees and working groups.

Available to *all staff*, the University has developed a mentoring framework which is being adopted in all Schools from January 2016. Two of the University's Schools have launched pilot Research Development Reviews (RDRs) which incorporate self-assessment against Research Development Framework (RDF) criteria, and it is anticipated that this will be adopted University-wide in 2016. We have converted our existing sabbatical scheme into an entitlement scheme based on length of service and previous career track record. Equality Networks are operational (172 members) and the University has an ambitious timetable of applying for equality kite-marks including Athena SWAN. Newly-established Centres for Research and Development (CRDs) play a key role in embedding the Concordat within the University's three Colleges. A Research Management Team (RMT) including the PVC (Research), the Head of the Research Office and the Directors of Research and Development, are co-ordinating the establishment of career development support within this structure.

The table below summarises progress on actions since 2011. This is listed in order of actions from the 2014-16 plan.

Concordat	Main area of action	Action plan 2011-13	Progress 2014 and plans for 2014-16 (actions in brackets)	Update 2016 (2016-18 actions in brackets where relevant)
Principle 1 Recruitment and Selection	Recruitment and Selection Policy	Review planned (p2 A2, p19 E2)	Review complete. New policy and toolkit in development (1)	Policy and toolkit approved 2015. Review planned (4).
	E-Recruitment	To be procured (p3 A3, p19 E2).	Had procured. Implementation in progress(2)	Implemented 2014. Evaluation planned (1).
	E-Learning module on recruitment & selection	Not in this plan	Module under development (3)	Launched Sept 2015. 468 staff have undertaken to date.
	Review of academic and research job descriptions	Not in this plan	Review in process (4)	Still under review and discussion with unions. Now includes a consistent JD for Assistant Heads (Research)
Principle 2 Recognition and Value	HR Strategy	Not in this plan	In development (5), incorporate staff survey outcomes (action 8)	Complete 2015, addresses issues identified in staff survey.
	Use of fixed-term contracts	Proposal to make staff permanent at earliest opportunity (p3 A3, p5 B2, p7 C1)	Under discussion (6)	Work was undertaken to identify financial implications and volume of affected staff. This was developed into an options paper received by the Senior Management Team in 2013 and 2014. Decision taken not to make staff permanent automatically but active consideration given to each case. The proposal remains under review (3, 6).
	Develop a Research Leadership Programme	Not in this plan	Ambition to develop a Leadership Programme (7)	Launched 2014, 27 staff have completed with another 13 on the programme.
Principle 3 Support and Career Development	Mentoring framework	Consider implementing a framework (p11, C8, p14, C14)	Development in process (9) to include provision for external mentors (20)	Approved 2015 for implementation in 2016. Training programme for mentors and mentees planned (20).
	Induction	Under review (p4 B1, p10 C2)	Under revision (10)	Launched 2015
	Staff Development Reviews	Under review (p9, C5)	Review complete in 2012 with recommendations to be taken forward after publication of the HR strategy (11)	HR Strategy published in 2015. Revised SDR now under development, focus groups have been held. RDRs piloted in two School with a recommendation for university-wide adoption (8,9).
	Careers service	Consideration on how to involve them in Concordat (p9, C4)	Member on CSG and have improved signposting. Further plans for involvement (12)	Head of Service now on CSG. Careers Service actively involved at ECR Conference. Will contribute to a set of resources for ECRs (5,10).

	Sabbaticals	Scheme operational 2008	Revision of Scheme (13)	£1.9 million invested to-date in 130 staff. New entitlement scheme operational 2015
	Training provision and the RDF	Audit of provision (p8, C3, p17, D5, D6)	CROS survey identified demand for further training in OA (14), careers, impact, KE (19)	Full programme of workshops on OA (200 attendees), impact (212 attendees) and KE (101 attendees) run during 2015. Programme remains under review (19).
	Uni-wide infrastructure for career development of all researchers	Not in this plan	Aim to establish by 2018 (15)	Components developed to date include Professorial Framework (2014), Mentoring Framework (2015) and Research Development Reviews (2016)
	Mapping of role profiles to the RDF	p11 C7	Work still being undertaken (16)	Decision that role profiles and RDF have different purposes and this work should not be undertaken
	Teaching qualification with an IT component	Not in this plan	Action (17)	Centre for Learning and Teaching runs accredited courses available to all staff including research staff
P. 4 Researchers' Responsibilities	Extend use of RDF	Not in this plan	Aim to promote use of RDF 18)	Self-assessment against RDF is included in RDRs. Workshops on using it planned (21).
Principle 5 Diversity and Equality	Equality and Diversity Strategy	Not in this plan	Proposals Spring 2014 (21)	Revising Equality objectives for 2016 with strategy to follow.
	Athena SWAN/GEM/REM	Had institutional bronze Athena SWAN aim to apply all Schools (p20, E3, p23, E10)	STEM Schools in the process of applying (22). Aim GEM/REM (23)	2 Schools have Bronze Athena SWAN. Detailed timetable for all kitemarks (25).
	Equalities training for Committee Chairs	P22, E8	Action (25)	Achieved 2014.
	Equality networks	Aim to introduce (p22, E8)	Setting up (26)	Disability, Gender, LGBT, Parents and Carers, and Race and Faith networks (172 members) launched 2014
	Participation in Aurora	Not in this plan	Develop proposals (27)	Pilot 2015. Move to a more inclusive approach including a Women's Development Conference to be held in March 2016 (27).
	Unconscious bias training	Not in this plan	Action (28)	53 senior staff trained 2015. Roll-out of training planned (28).

c) *Strategy for the next four years, including success measures;*

The University has ambitious plans for continuing its implementation of the Concordat. Considerable work has been undertaken in policy development to support the Concordat and future work will focus on embedding its principles throughout the institution. We have amended the membership, terms of reference and title of the Concordat Steering Group and will work with Assistant Heads of School (Research) to ensure that the principles of the Concordat are engaged with at a local level and that local innovative practices are shared more widely across the University. An annual meeting of Research Leaders will enable a focused discussion on the Concordat and the opportunity to exchange and embed good practice. The ECR Ambassador, through the ECR network will continue to provide a focus for career development activities and annual focus groups will facilitate feedback on ECRs' experiences.

The principal focus of our strategy for further implementation of the Concordat over the next four years is centred around extending dedicated support for research career management. This Strategy will be implemented on two levels and will be visible through the development of resource packs for both researchers and their managers outlining support and responsibilities.

i)   Enhancement of formal structures and frameworks at University and School-level. This will include a) a review of our appraisal/Staff Development Review (SDRs) system led by Human Resources to incorporate elements specific to researchers; b) the adoption of the University's recently-approved mentoring framework across all Schools and; c) a refreshed training programme more closely aligned to the RDF;

ii) The further implementation of the Concordat at local level will include greater clarity around expectations and responsibilities of research leaders, managers, mentors and research staff in respect of career development. It will involve working closely with these groups to provide online materials, briefing sessions and opportunities for the exchange of good practice across the institution including, for example, workshops and training on the RDF, mentoring and the new appraisal/SDR system.

Key success measures

The following measures related to Principles 1-6 of the Concordat will be used to monitor progress of the Implementation Plan:

a) Principle 1 - 90% of posts to be filled first time and 95% of those offered an appointment take up the post.
b) Principle 2 - CROS survey results show 5-10% improvement in all 'recognition and value' responses;
c) Principle 3 - Another two cohorts to complete the Research Leadership Programme, 40 researchers to benefit from Rising Stars Awards and 40 staff to benefit from new sabbatical scheme;
d) Principle 4 - 200 staff to be participating in mentoring under the Research Mentoring Framework;
e) Principle 5 - Number of responses to CROS survey to be increased to 50 respondents;
f) Principle 6 - Maintain CROS results on the University's commitment to Equality and Diversity (86% in 2015 believed that the institution is committed to E&D).