

PRINCIPLE 1: RECRUITMENT AND SELECTION		
CONCORDAT PRINCIPLE	EVIDENCE	FURTHER IMPROVEMENTS IDENTIFIED
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research	<p>Bangor University Strategic Plan</p> <p>The University Strategic Plan sets out the University’s strategy for research. Our strategy is to enhance research performance in Bangor University through creating an environment in which excellent research activity can flourish. Bangor’s success will be built around research in all of its academic disciplines but also in the creation of a number of areas of activity that are distinctive and world leading. The research strategy clearly identifies that improving research performance will be contingent on our investment in the academic workforce, specifically</p> <ol style="list-style-type: none"> 1) Performance, reward and development of the existing workforce, including investing in development leadership and management skills to create mechanisms, structures and a culture in which staff are appropriately managed and valued. 2) Recruitment of new academic staff to build critical mass in key areas in which we have the potential to be world leading, and 3) Investment in early career researchers through spotting and nurturing local talent and developing appropriate career pathways. <p>Researcher Recruitment and Selection</p> <p>The University has a comprehensive recruitment and selection process and policy to ensure that all staff are recruited fairly and transparently. The documents on the HR web site explain the recruitment procedure. HR work with College staff to develop clear job descriptions and specifications and ensure that the requirements are relevant to the role. This documentation is currently being updated to reflect the adoption of an electronic e-recruitment system which will further enhance the University’s recruitment process for researchers. Feedback to unsuccessful candidates is provided if requested.</p> <p>The recruitment web site can be found here: http://www.bangor.ac.uk/humanresources/recruitpolicies.php.en</p> <p>Progression, Promotion and Retention</p>	<p>Ensure that recruitment and promotion panels are fully trained in order to recruit staff within an open and transparent process</p> <p>Review and develop the probation process to ensure improved monitoring between the related Departments and Colleges</p>

The University has a progression and promotion policy. For senior academic staff this is currently being updated to ensure greater transparency and clarity. Research staff receive incremental awards in line with other staff and have the same opportunities to access contribution pay including one off bonuses, accelerated increments or a move to a contribution point. These are reviewed in conjunction with the University and College Union and in consultation with relevant consultation groups. There policies can be found here:

<http://www.bangor.ac.uk/humanresources/regrading.php.en>

Panels responsible for reviewing progression and promotion reflect the diversity of its staff and contribute a range of expertise and knowledge relevant to the process. Unsuccessful applications are given appropriate feedback if requested.

Fixed Term Contracts

The University has Fixed Term Contract Guidelines and research posts are only advertised as a fixed-term post where there is a recorded and justifiable reason. The level of staff on fixed term contracts is monitored on an annual basis, particularly to ensure that there is no detrimental effect on particular staff groups. The University's Policy on the Use of Fixed Term Contracts draws directly JNCHEs guidance. The guidelines can be found here:

<http://www.bangor.ac.uk/humanresources/policies/fixe%20term%20guidelines.pdf>

Pay and Grading

The University has a grading structure which is underpinned by the HERA job evaluation scheme and all posts are graded according to the duties and responsibilities of the post. The level of pay and grade for researchers is determined according to the requirements of the post and consistent with the pay and grading arrangements of any relevant research organisation. Standard salary progression (annual increments) arrangements apply for staff below the top the normal salary range. Information regarding pay and grading system in the University can be found at:

<http://www.bangor.ac.uk/hr/framework/whatis.php.en?menu=9&catid=2102&subid=0>

PRINCIPLE 2: RECOGNITION AND VALUE	
<p>Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research</p>	<p>Performance Development Review</p> <p>The University has a Performance Development Review Scheme (PDR) in which all staff are requested to participate – including full time and part time staff. Particular emphasis is given to those on fixed term contracts to ensure that they are reviewed. The aim of PDR in the University is to ensure that all staff understand and have ownership of the strategic direction of the University and this is translated into specific goals at organisational level and ultimately into individual objectives and performance expectations on an annual basis. PDR also allows for the exploration of individuals` capability in relation to personal objectives and for the formulation of personal development plans (PDPs) to address any training/development needs identified. For researchers, this also provides an opportunity to discuss career development.</p> <p>In the recent Researcher Development Survey it was found that the majority of respondents have received a PDR in the last two years. Details regarding the scheme can be found here: http://www.bangor.ac.uk/hr/staffdevelopment/PerfRev.php.en?menu=5&catid=4377&subid=0</p> <p>All those who are reviewers are requested to attend training to ensure that the PDR’s are of a high standard and all staff are also required to attend a relevant briefing session. The University is further enhancing its provision through the development of an on-line system (which is currently being piloted to ensure efficiency of use and improved monitoring).</p> <p>The PDR process in Bangor is seen as a developmental scheme and is a key opportunity to discuss career development and continuous professional development for researchers.</p> <p>Funding Between Grants</p> <p>The University aims to provide funding between grants to ensure that contract research staff have continuity of employment.</p> <p>The University’s Policy on the Use of Fixed-Term Contracts (Renewal of fixed term contracts) outlines the point at which a member of staff, where appropriate, will be deemed to hold a continuing contract.</p> <p>See also pay and grading and Progression, Promotion and Retention included in Principle 1 above.</p>
	<p>Improve the numbers of research staff included in the Performance Development Review process</p> <p>Update the promotions policy and process</p> <p>Review the University’s Fixed Term Contract Policy to ensure that it addresses the needs of researchers as far as possible</p> <p>Investigate further enhancements to communication between the University and the research community</p>

PRINCIPLE 3 and 4: SUPPORT AND CAREER DEVELOPMENT		
<p>3 Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment</p> <p>4 The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career</p>	<p>Developing Research. Professional and Transferable Skills The University provides training for each stage of a researchers development</p> <p>Early Researcher Development Programme The Early Researcher Development Programme (EDRP) provides workshops and courses for career management and development, including personal skills training. The workshops and courses will ensure that postgraduate research students and post-doctoral staff develop research, vocational and entrepreneurial skills that are matched to the demands of their future career paths. The focus has been tightened to become a more distinctive two fold approach – that of employability and furtherance of research skills. Employability workshops range from Commercial Awareness and Project Planning through to CV workshops and interview practice... Research Skills acquisition and maintenance will further not only the Institutions development, but run in line with the embedding of a Research Culture in Wales & the UK. The ERDP Gazette outlines all courses and workshops available to research students and staff. Information can be found here:</p> <p>Specific Research Skills The Research and Innovation Office provide on-going training that are related to research skills and all researchers are invited to attend. Information can be found here: http://www.bangor.ac.uk/research/training/index.php.en</p> <p>The ADU also arrange Supervisor training for staff.</p> <p>Personal Development Skills The HR Department provide a wide range of learning and development programmes and courses for staff in which research staff participate. Information about these programmes and courses can be found here: http://www.bangor.ac.uk/hr/staffdevelopment/index.php.en</p> <p>Academic Development The Academic Development provide teaching and learning programmes and the PGCE(HE) for academic staff. Information can be found here: http://www.bangor.ac.uk/adu/</p> <p>KESS Scholarships The Knowledge Economy Skills Scholarships (KESS) provides training for PhD students under its scheme and is a major European Convergence Project led by Bangor University on behalf of</p>	<p>To provide planned and structured process through the CPD framework for academic development that will provide a career development route for all academic roles</p> <p>Review induction process for research staff to ensure that the process reflects best practice</p> <p>Provide comprehensive career development programme / framework for all researchers</p> <p>Ensure that University-wide development of policy in terms of coaching and mentoring support includes research staff</p> <p>Improve current career advice and support for research staff</p> <p>Provide training for research leaders / PI's so that they have the skills and confidence to effectively lead and manage teams</p> <p>Support training and development through the medium of Welsh for BU staff and Coleg Cenedlaethol staff</p> <p>Become EURAXESS support centre</p>

the HE sector in Wales. KESS will run from 2009 until 2015 and will provide 400+ PhD and Masters places. Both the Research Masters and PhDs involve collaborative research projects in partnership with employers and are integrated with a high-level skills training programme. Doctoral Supervision courses are also held for participating supervisors. Further information regarding this project can be found here: www.higherskillswales.co.uk/kess

Research Leadership

Bangor has run numerous courses specifically for researchers including a joint research leadership programme with Aberystwyth University. Bangor runs programmes for leaders and managers in which PI's are encouraged to attend. Bangor staff also participate in the Welsh Crucible Programme for early career researchers who have promising leadership qualities <http://www.welshcrucible.org.uk/>

Induction

All new staff must attend the induction programme that is held on a monthly basis in the University. This is to ensure that all staff (including all permanent, part-time and fixed term contract researchers) understands the University's strategy and key employment and University policies. On-going induction is undertaken at College and School level for new researchers. This ensures that all researchers understand the University's policies and process. There is also a Maps and Compasses Programme for staff that includes a range of presentations regarding University related areas. Annually, there is a presentation by the Research and Innovation Office and this session outlines the main functions of the Office and information regarding new and established projects. This ensures that new and current staff are informed and updated regarding developments in the Research and Innovation Office.

All-Wales Welsh Medium Researcher Development Group

The University is contributing to widening researcher development provision through the medium of Welsh.

Research Support Network

The Research Support Network (RSN), comprises staff from Central Services and Colleges across Bangor University that are involved in research administration and in providing research support to academic staff. Information can be found at: www.bangor.ac.uk/research/staff/rsn

PRINCIPLE 5: RESEARCHERS RESPONSIBILITIES		
Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning	<p>Researcher Responsibilities Researchers are made aware of policies that outline their responsibilities as researchers. These are included in the:</p> <p>Code of Practice for the Assurance of Academic Integrity and Quality Assurance in Research</p> <p>Research Ethics Framework</p> <p>A further outline of related policies is provided on the Registrar’s Office web site for research staff : http://www.bangor.ac.uk/ar/ro/recordsmanagement/EthicsRelevantLinks.php.en</p> <p>Researchers are encouraged to take personal responsibility for their career and their personal and professional development by their PI’s, Colleges and Academic Development Unit and the Staff Development Team. The annual Performance and Development Review is a key mechanism for this activity.</p> <p>PIs ensure researchers’ results are appropriately disseminated for societal benefit through publication and seminars etc.</p>	<p>Review the extent to which researcher responsibilities are communicated to staff at recruitment and induction and in the performance development reviews</p> <p>Review if current researcher networks could be better supported</p>
PRINCIPLE 6: DIVERSITY AND EQUALITY		
Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers	<p>The University’s Strategic Plan highlights how equality is at the core of Strategy it is noted that <i>‘a high quality staff experience is a priority and the University is committed to a fair and inclusive environment for staff, making it an employer of choice and supporting staff in reaching their full potential and valuing the contribution of all’.</i></p> <p>Bangor University has a range of equality and diversity policies that are compliant with current legislative requirements. The University is in the process of developing a Strategic Equality Plan as part of the new equality duties that came into place in Wales in April 2011. This process has involved extensive consultation with all staff groups and students. Information about Bangor’s equality compliance and initiatives can be found here: http://www.bangor.ac.uk/hr/equalitydiversity/index.php.en</p> <p>Dignity at Work and Study Policy</p>	<p>Ensure all research staff and early career research staff are included within the University’s broader training initiatives in this area</p>

The University has a Dignity at Work policy that states the University's commitment to fostering and promoting a working and learning environment in which harassment, bullying, victimisation and discrimination is highlighted as unacceptable behaviour and sets out a procedure to ensure that complaints are dealt with appropriately, fairly and in a timely manner. The University trains and supports a team of Harassment Advisors to support staff.

Athena SWAN

In order to promote diversity in research careers Bangor is a signatory to the Athena SWAN Charter and applied for a Bronze University Award in November 2011. The University has established an Athena SWAN Consultation Group with representation from all the relevant Colleges. This provides a consultation structure to discuss and develop new initiatives. The relevant web site is here: <http://www.bangor.ac.uk/hr/equalitydiversity/gender.php.en>

Flexibility and Career Breaks

The University has a suite of policies and processes within its Family Support Framework. The University is pro-active in ensuring that it provides excellent support for staff to balance their working lives with their commitments outside the work context and addressing the changing demography of its staff. A HR Officer within the University is specifically tasked with monitoring and updating these policies in partnership with the recognised trade unions to ensure that not only do they address legislative obligations, but also reflects best practice.

Bangor recognises that to maintain and enhance its reputation as an employer of choice, that family friendly policies are important and help to attract and retain talented women and men who desire both successful careers and family lives and wish to maintain a good work life balance. A detailed outline of our policies can be found under the heading of "Family Friendly Policies" via this link: <http://www.bangor.ac.uk/humanresources/family.php.en>

Work-life Balance

Bangor University's Pathways to Health scheme has been showcased by the Health and Safety Executive as a commitment to the Health and Safety Strategy (see - <http://www.bangor.ac.uk/hss/wellness/intro.php.en>

Bangor strives to provide a good health and safety management system within the University which is essential within a large, complex organization. The University owes a duty of care to each and every member of staff, individually and collectively.

Women's Mentoring

	<p>To support women working in the University, Bangor is actively involved in a scheme based in Wales - the Women's Universities Mentoring Scheme (WUMS). WUMS is an innovative scheme that aims to promote and facilitate professional development for women working in Welsh universities. WUMS facilitates inter-university mentoring partnerships. The scheme is open to women working in academic and support departments of HEIs in Wales at all levels. For more information please see: http://www.bangor.ac.uk/hr/equalitydiversity/gender.php.en</p>	
PRINCIPLE 7: IMPLEMENTATION AND REVIEW		
<p>7. The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK</p>	<p>The University has established a Researcher Development and Concordat Group (further information regarding membership, terms of reference and objectives of this group is included on the Concordat web page: http://www.bangor.ac.uk/humanresources/ConcordatforResearchers). Its main purpose is the strategic implementation of the Concordat and to advise on the development of the University's Researcher Development Programme. This Group reports directly to the Research Strategy Task Group and the Human Resources Task Group to ensure that the Concordat and new initiatives in this area are communicated to relevant staff and the University's Executive.</p> <p>Importantly, members of the group are College representatives who communicate researcher feedback and ideas in their Colleges to the Group. This group also contributed to the development of the gap analysis.</p> <p>The responsibility for monitoring progress regarding the Concordat Action Plan on an on-going basis lies with the Researcher Development Group and Concordat Group.</p> <p>There is also annual formal monitoring of progress towards the goals of the Concordat Action by the: HR Task Group and the University's Executive.</p> <p>Bangor engages with Vitae in Wales and with the North West hub to ensure the University is well informed regarding developments in this area.</p> <p>The University has consulted with staff through the Researcher Development Survey.</p>	<p>Implement findings of the Researcher Development Survey and continue to enhance communication with staff in this area.</p> <p>Run CROS and PIRLS in 2013</p> <p>Broaden the monitoring responsibility on an annual basis to include the Research Strategy Task Group and the Teaching and Learning Strategy Task Groups.</p> <p>Include annual consultation with UCU.</p>

Glossary of Terms

ADU – Academic Development Unit

Coleg Cenedlaethol – All Wales Welsh Language HE College

CROS – Careers in Research On-line Survey

HR – Human Resources

RDCG – Researcher Development and Concordat Group

RIO – Research and Innovation Office

SET – Science, Engineering and Technology

KESS – Knowledge Economy and Skills Scholarships

PIRLS – Principle Investigators and Research Leaders Survey

UCU – University and College Union