



PRIFYSGOL  
**BANGOR**  
UNIVERSITY

**GUIDE TO THE  
MANAGEMENT  
AND EMPLOYMENT  
OF CONTRACT  
RESEARCH STAFF**



# Guide to the Management and Employment of Contract Research Staff

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## **OVERVIEW AND PURPOSE OF THE GUIDE**

Bangor's strategy Building on Success 2015-2020 states that the University is committed to deliver an environment where the research community has the best opportunity to thrive at all levels.

To support the research environment at Bangor the purpose of this Guide is to ensure that researchers and research managers are clear about what support is provided to researchers and what are the responsibilities and contributions of all those involved in research at Bangor.

Underpinning this Guide are the principles of the Concordat to Support the Career Development of Researchers. The Concordat consists of a set of 7 principles around which Bangor reviews and develops its support for researchers. This Guide also aligns with the principles of the Athena SWAN Charter.

## **SCOPE**

This document is a guide for managers and staff and is primarily concerned with the management and employment of contract research staff. However, much of the information and principles are also relevant to the management of all staff who undertake research.



## RECRUITMENT AND SELECTION

All appointments are made in accordance with the University's Recruitment and Selection Policy.

When applying for grants, research managers should use the generic role descriptors for researchers (available on the HR web pages) to determine what grade they should put on the grant application. When the grant is awarded then the grade will be confirmed. In accordance with the Recruitment & Selection Policy it is important to note that it is the duties and responsibilities of the post that stipulates the grade, rather than the amount of funding available, and this should be clarified at the grant application stage. When intending to

employ contract research staff it is the Principle Investigators responsibility to ensure that the funding requested is adequate to cover and commensurate with the duties and responsibilities of the intended post.

If a research manager has a funding extension for the continuation of the same role, there is no requirement to advertise the post and an extension can be offered to the researcher. The length of any contract will depend on the funding available. When a research manager has a named researcher on a grant no recruitment process is necessary. Appointment of named researchers is subject to UK immigration laws.

Employing Non-EEA Workers - for positions which require highly specialised skills and qualifications, and there are no suitable 'resident workers' (i.e. European Economic Area (EEA)) applicants, the University may be able to issue a certificate of sponsorship.

Managers who think they may wish to appoint staff who are not a resident worker should not let this affect their recruitment decision and this should not be raised during the recruitment process. If you need more information regarding appointing staff from outside the EEA please contact HR.

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## INDUCTION AND PROBATION

### i. INDUCTION

It is expected that research staff will undertake the induction provided by the University that includes; local induction and the University's Induction Programme.

### ii. PROBATION

During the probationary period research managers should meet their research staff regularly (a minimum expectation would be once a month) to ensure that staff are clear about their objectives, have clear guidance and advice regarding their work and support to improve performance where necessary.

Probation is 6 months for Research Project Support Officers and it is expected that meetings will be held on a monthly basis. For staff on fixed term contracts and Research Officers in which the probation period is the length of the contract it is expected that meetings will be held regularly during the period of the contract and likewise for staff on permanent contracts.

Any discussion regarding extending the probationary period should be discussed with the Head of School / Research Institute and HR prior to the due date of the probationary

period. The extension of the probationary period will be dependent on the situation and can range between a period of three and twelve months.

If staff are not performing to the expected standard it is recommended that the research manager and the member of staff discuss the shortfall and jointly develop an action plan to enable the member of staff to achieve the expected standard. If performance does not improve research managers should refer to the University's Performance Management Toolkit for further guidance.



## CONTINUITY OF EMPLOYMENT

The University is committed to ensuring continuity of employment for its staff and where fixed-term contracts are used the University is clear that staff on fixed term contracts have equivalent terms and conditions of employment to colleagues on comparable permanent contracts including pay, absence provisions and pensions.

The University's policy regarding the employment of fixed term contract staff is outlined in the Fixed Term Contract Policy. In terms of recruitment, the appointment of fixed term staff is only considered in certain circumstances in which their use can be objectively justified – these conditions are also noted in the University's policy.

If a research manager has a funding extension for the continuation of the same role, there is no requirement to advertise the post and an extension can be offered to the researcher. The length of any contract will depend on the funding available. When a research manager has a

named researcher on a grant no competitive recruitment process is necessary, the named individual can be appointed directly. Appointment of named researchers is subject to UK immigration laws, and advice should be sought from Human Resources.

There are specific conditions for ending a fixed term contract that include; that a contract ends after a specified period e.g. at the end of 6 months' cover for maternity leave, termination of completion of a task or when a particular event occurs e.g. the non-renewal of external funding for a post.

If a contract is coming to an end the following timescales should be noted:

- Up to four months before the expiry of a fixed-term contract, the research manager should explore all feasible all alternative options e.g. alternative funding arrangements, renewal, use of bridging funds, retraining and redeployment.

- Up to three months before the expiry date, consultation should take place with the post holder and the research manager on the prospects of alternative options and various options i.e. other suitable vacant posts in the University.
- The post holder is notified that their contract is due to expire four months before the expiry of the contract but the research manager should give those employed on the grant notice as early as possible if it is not likely to be renewed.

In terms of redundancy pay, this is calculated in line with legislation and if the researcher has two years continuous employment they are eligible for statutory redundancy pay. If appropriate and if funding is available, bridging funds may be provided to support an extension of a contract for a short period before new funding arrangements are in place.



## CAREER DEVELOPMENT AND RECOGNITION

School and Colleges should also ensure that they support the career development of researchers through ensuring effective PDR, mentorship and professional development. The relevant Research Directors with the Heads of School and Deans will be expected to review the overall support provided to researchers on an annual basis.

The University is also responsible for ensuring an effective research environment and working conditions that allow research to flourish. The University provides a Researcher Development Programme and Early Career Research Network and research mentoring which is arranged and managed by the Colleges / Schools.

### i. Performance Development Review (PDR)

To support career development there is an expectation that all research staff will engage in the PDR process and continuous professional

development to further enhance their skills and knowledge. In this context the PDR process aims not only to ensure that staff are clear about their objectives and receive feedback on their contribution, but also help staff identify areas for development to support their professional development. The PDR meeting is usually undertaken by the line-manager and in the electronic academic PDR form that will be introduced in 2019 there will also be an optional section for the reviewee's mentor to provide a summary of discussions.

### ii. Research Mentoring

Research Mentors support the professional and career development of researchers and provide an added resource to; act as a sounding board, critiquing and commenting on grant proposals and supporting career development. It is expected that research staff

engage with the University's Research Mentoring Scheme.

### iii. Professional Development

The University provides a broad range of training for researchers that includes workshops and presentations by; the Research, Innovation and Impact Office, the Staff Development Team and CELT.

It is recommended that contract research staff receive up to 4 days for in-house training and career development activities per academic year to allow them to develop a range of skills and knowledge to support them in their career development. This training includes attending; [Research, Innovation and Impact Office](#) (RIIO) events, workshops included on the Researcher Development Programme and the Staff Development Programme and provision and networking events such as the ECR Network



Meetings, Doctoral School events etc. Undertaking research mentoring is not included in the 4 days.

It is also recommended that early career research staff (who are within their first four years of employment in an academic role also have the same training entitlement and take advantage of the development opportunities provided by the University.

Welsh speaking staff can also attend the courses provided by the Coleg Cenedlaethol to research staff in all Welsh institutions.

#### iv. Essential Training

Research staff should also ensure that they undertake courses that are regarded as essential by the University. Although not exhaustive these courses include; the on-line equality module, health and safety induction, computer user training,

Prevent training and data protection for staff who deal with and manage personal information.

Research managers must attend the Equality for Managers workshop and, if they are involved in recruitment, they must attend the recruitment and selection workshop.

Staff who supervise PhD students must attend the 'Effective Supervision – Workshop for Doctoral Supervisors' before they start supervising students.

## PROMOTION AND REGRADING

All staff on research contracts are eligible to have their post regraded or apply for promotion following the University's process and criteria. Research staff are encouraged to talk about this to their mentor and line manager. As research staff develop their research profile and where appropriate, begin to lead their own projects, they will then be in a position to apply for promotion due to the increased level of managerial responsibility.



## RESEARCHERS' RESPONSIBILITIES

Researchers are responsible for ensuring that they are clear about their responsibilities within the research project and managing the development of their own career. Researchers should do this by ensuring:

- That they are aware of the objectives of the project and ensure that they are able to progress effectively with their individual areas of responsibility.
- That they actively engage in professional development opportunities and seek feedback regarding their performance with their research managers.
- That they consider their professional development both in the context of academia but also be aware of developing a range of skills to enhance their employability in other sectors.
- That, particularly early in their careers, they engage with the mentoring process.
- That they are aware of relevant policies and process relevant to their work.

Those managing researchers are responsible for the leadership and day to day management of the research project and their teams and therefore they need to ensure that:

- They provide an environment in which researchers are provided with clear objectives and timescales within the project.
- That they provide constructive feedback and support for their career development.
- They hold regular meetings with their researchers, that

they have engaged with the mentoring process and that PDR's are held annually.

- Ensure that researchers are integrated into the local and broader research community to ensure effective networking and development of their research and that new research staff have been provided with a local induction and engaged with the broader University induction provision.
- Researchers are aware of issues regarding intellectual property rights relevant to the project.
- Researchers are given the appropriate recognition in the project i.e. authorship in publications and citations.

The University also has a range of regulations and policies of which research staff and managers should be aware. These include:

### i. **Research Outcomes**

Bangor University is committed to research excellence and advocates that the product of its research is disseminated as widely as possible. All Bangor researchers are required to update their research outcomes (publications, impact, activities, external roles etc.) via Bangor's Current Research Information System (CRIS) PURE and relevant information is made public via Bangor's PURE Research Portal. Regular PURE training events are offered to staff via Bangor's Researcher Development Programme.

### **Publications and Open Access**

Bangor University's Open

Access Policy supports the institution's commitment to disseminate the product of its research as widely as possible. Staff are required to ensure all new research outputs are entered into the PURE repository as soon as an output has been accepted for publication. The Repository team, based in the Library and Archives Service, will help ensure the publications are available in Bangor's PURE repository.

### **Research Data**

Similarly Bangor University advocates that Research Data is managed and stored to the highest standards throughout the research data lifecycle. Staff should ensure they are familiar with requirements as set out in the Research Data Management Policy.

### ii. **Research Integrity**

The University follows the UK Research Integrity Office's Code of Practice for Research: Promoting and Preventing Misconduct and is a signatory to the Concordat to Support Research Integrity.

### iii. **Intellectual Property**

Staff should be alert to the potential value of their research and should disclose any IP arising from their work (or that of their students) to the Research, Innovation and Impact Office (RIIO). RIIO will assess disclosures and if they are commercialised a revenue share policy is in place to share income with staff. Further information can be found on the RIIO website.



**iv. Research Student Supervision**

Staff who supervise PhD student must attend the 'Effective Supervision – Workshop for Doctoral Supervisors' before they start supervising students.

**v. The Concordat to Support the Career Development of Researchers**

The Research Concordat is an agreement between research funders and Universities to improve the employment and support for researchers in the UK. The University holds a HR Excellence in Research Award that recognises that the University addresses the 7 principles of the Concordat.

**vi. Management of Information**

The University has a Data Protection Policy that outlines the University's responsibilities in this area. Researchers who deal with personal information should ensure that they attend the relevant training so that they ensure that they operate within the requirements of the Freedom of Information Act.

**vii. Health and Safety**

Researchers should also be aware of their commitments under the University's Health and Safety Policy to ensure the safety of staff and students in the University.

**viii. Welsh language**

Staff should be aware of any Welsh language implications of their research and should consult with Canolfan Bedwyr if they need guidance in this area.



# RESEARCH PROJECT MANAGEMENT CHECKLIST

## START OF THE PROJECT

At the start of the project expectations should be clarified and research staff should be aware of the opportunities and support available.

Research Manager		Research Staff	
• Ensure staff have completed the induction process	<input type="checkbox"/>	• Ensure that all induction training has been completed this includes the local induction, research induction and the University induction	<input type="checkbox"/>
• Ensure that the Induction Checklist has been returned to HR	<input type="checkbox"/>	• Identify the essential training that has to be undertaken	<input type="checkbox"/>
• Ensure mentoring arrangements have been made	<input type="checkbox"/>	• Familiarise yourself with relevant policies and conditions of the research funder and the project	<input type="checkbox"/>
• Discuss probation requirements and process	<input type="checkbox"/>	• Familiarise yourself with PURE, and start a personal record	<input type="checkbox"/>
• Agree performance objectives for the project	<input type="checkbox"/>	• Start to think of the training you wish to undertake to support your career development	<input type="checkbox"/>
• Clarify the management of the project: timescales, monitoring, meetings, ethics and reporting	<input type="checkbox"/>	• Ensure that all elements of mandatory training have been completed	<input type="checkbox"/>
• Clarify arrangements for work practices, workload and flexible working	<input type="checkbox"/>		
• Outline the requirement to undertake PDR after 12 months and development opportunities available to staff	<input type="checkbox"/>		

## DURING OF THE PROJECT

This period should include monitoring meetings and progress towards development goals.

Research Manager		Research Staff	
• Provide feedback on strengths and development areas for the researchers.	<input type="checkbox"/>	• Respond constructively to feedback and continue to improve knowledge and skills.	<input type="checkbox"/>
• Discuss progress towards project targets including dissemination of results through publications.	<input type="checkbox"/>	• Actively engage in the publication of the project results.	<input type="checkbox"/>
• Discuss training and development undertaken and ensure that research staff have the time to attend training and development opportunities.	<input type="checkbox"/>	• Raise any problems you have with your research manager.	<input type="checkbox"/>
• Encourage staff to engage with the mentoring process.	<input type="checkbox"/>	• Proactively engage with development opportunities whether they be workshops or skills development such as supervision and teaching.	<input type="checkbox"/>
• Outline and identify opportunities for professional development such as; supervision, teaching, writing grant applications, impact etc.	<input type="checkbox"/>	• Engage constructively and proactively with the PDR process that provides you to reflect on your progress and identify future objectives.	<input type="checkbox"/>
• Encourage and support staff to write papers and give presentations.	<input type="checkbox"/>	• Attend relevant conferences.	<input type="checkbox"/>
• Ensure that the PDR is held.	<input type="checkbox"/>	• Start to consider future funding or job opportunities if appropriate.	<input type="checkbox"/>



## END OF A PROJECT

In the months leading to the end of a project it is important to review the project outcomes and examine next steps.

Research Manager		Research Staff	
<ul style="list-style-type: none"><li>• Ensure the researcher understands the University's end of contract procedures.</li></ul>	<input type="checkbox"/>	<ul style="list-style-type: none"><li>• Ensure that you are on target to complete all expected elements before the end of the project.</li></ul>	<input type="checkbox"/>
<ul style="list-style-type: none"><li>• Managers should keep their staff informed regarding the funding of their projects and the likelihood of future funding.</li></ul>	<input type="checkbox"/>	<ul style="list-style-type: none"><li>• Ensure that all relevant publications resulting from the research programme are drafted or submitted for publication.</li></ul>	<input type="checkbox"/>
<ul style="list-style-type: none"><li>• Encourage the researcher to seek career development advice if needed.</li></ul>	<input type="checkbox"/>	<ul style="list-style-type: none"><li>• Maximise your skills and experience if you wish to apply for other positions within or outside the University.</li></ul>	<input type="checkbox"/>
<ul style="list-style-type: none"><li>• Help the researcher to find alternative funding opportunities.</li></ul>	<input type="checkbox"/>	<ul style="list-style-type: none"><li>• Ensure your CV is up to date.</li></ul>	<input type="checkbox"/>
<ul style="list-style-type: none"><li>• Arrange and end of project review meeting to discuss outcomes and next steps.</li></ul>	<input type="checkbox"/>	<ul style="list-style-type: none"><li>• Examine opportunities for other posts or for further grant applications.</li></ul>	<input type="checkbox"/>
		<ul style="list-style-type: none"><li>• Actively seek redeployment (if applicable).</li></ul>	<input type="checkbox"/>

## RESEARCHER SUPPORT – MATERNITY, PATERNITY, ADOPTION AND PARENTAL LEAVE

Research staff are entitled to the Employee Support provisions outlined in the related policies and procedures. Staff on fixed term contracts should consult with their research manager at the earliest opportunity if the contact of employment is going to expire during their maternity, paternity, adoption, or parental leave. If no extension is possible and, if eligible, maternity pay will continue for the full 39 weeks. However, all other benefits associated with the employment will cease at the end of the contract date.

Some funding bodies are prepared to suspend or extend grants to allow for maternity leave. The research manager should check the terms and conditions of the relevant funding bodies. The RCUK funders generally allow for the term of the grant to be extended at no additional cost by an overall total of up to 12 months, subject to approval. Extensions will also be allowed where necessary to enable work to be completed following delays due to; maternity, paternity, adoption, shared parental or paid sick leave, extended jury service, breaks or delay in the appointment of staff and changed in full-time to part-time working.

## EQUALITY AND DIVERSITY

Researchers and their managers should be aware of their responsibilities to treat others equally and respect and value differences in accordance with the University's Equality and Diversity Policy. The University is also supports the Athena SWAN Charter that aims to recognise the advancement of gender equality.

## END OF CONTRACT SUPPORT

As already noted in Section 5 the research manager will explore all possible options to ensure continuation of employment for a member of staff. Staff will also have the opportunity to go on the re-deployment register 4 months before the end of the contract date (if they meet the eligibility criteria of having been employed for at least 12 months) and will stay on the redeployment register until the end of the contract date. They therefore

are prior considered for posts, before they are advertised internally or externally. More information can be found in the Redeployment Policy.

Information regarding University vacancies in the University can be found on the University jobs pages.

If you feel that you wish to leave academia you will need to consider what are your career

options and research different sectors and jobs. Advice and guidance regarding developing your career in other sectors and developing an effective CV and interview skills can be found on the Vitae website and on Jobs.ac.uk. Staff can also discuss this with their research mentor and / or through the University Coaching Scheme to discuss their broader career development ambitions.

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## IMPLEMENTATION AND ON-GOING REVIEW

The University, through regular review and consultation with staff identifies key actions to address the needs of its researchers.

The University's Researcher Development and Research Concordat Group is the group responsible for consulting with the Colleges and staff to identify key priorities for researcher development and support. The Group includes representatives from each of the Colleges.

This Group reports the University Research Strategy Task Group and HR Task Group and through those Task Groups to the

University Executive.

The Group is also responsible for reviewing the on-going progress of the University's Concordat Action Plan and does this through consultation and the CROS (Careers in Research On-line Survey). The Group also has an advisory role for many researcher development activities in the University such as the content of the University's Researcher Development Programmes.

The Strategic Concordat Group is responsible for taking a strategic view on how best to support researchers in the University -

particularly in the context of the University's overall strategic objectives and overseeing the University's Research Concordat Plan. The membership of the Strategic Concordat Group includes; the PVC for Research and Impact Office, Head of Research, Innovation and Impact Office, Dean of the Doctoral School, HR Director, Deputy Director (HR) Development, Athena SWAN and Research Concordat Manager and a UCU representative. This group reports to the Research Strategy Task Group and works with the Researcher Development and Research Concordat Group.



## RESEARCH MANAGER CHECKLIST

<b>INDUCTION AND PROBATION</b>	<b>Ensure completed by:</b>
<ul style="list-style-type: none"> <li>• Ensure that the member of staff receives a School induction and attends the University Induction</li> <li>• Ensure that the researcher organise a research mentor</li> <li>• Complete the University Induction Checklist and return to HR when completed and ensure that the researcher is aware of key procedures such as sickness reporting</li> <li>• Discuss the Essential Training that the researcher must attend and signpost to the University's Training and Development Schedule</li> <li>• Arrange probation meetings to discuss progress and development</li> </ul>	<ul style="list-style-type: none"> <li>- Within first two months</li> <li>- Within first two months</li> <li>- Within first six months</li> <li>- Within the first month</li> <li>- Every month for the first 6 months and continue as appropriate / agreed after 6 months</li> </ul>
<b>RESEARCH RELEVANT INFORMATION</b>	<b>Ensure completed by:</b>
<ul style="list-style-type: none"> <li>• Provide an overview of the Research, Innovation and Impact Office</li> <li>• Ensure understanding of the Ethics approval process</li> <li>• Ensure awareness and expectations in relation to PURE</li> <li>• Raise awareness of; Research Fish and Research Professional</li> </ul>	<ul style="list-style-type: none"> <li>- All within the first month</li> </ul>
<b>PERFORMANCE AND CAREER DEVELOPMENT</b>	<b>Ensure completed by:</b>
<ul style="list-style-type: none"> <li>• Ensure that the member of staff receives a Performance Development Review on an annual basis to discuss progress and career development.</li> <li>• Hold regular one to one meetings through the year to discuss progress and any support needed</li> <li>• Discuss engagement with development opportunities provided that include; the Early Career Research Network and workshops provided by the Research, Innovation and Impact Office and the Staff Development Team</li> </ul>	<ul style="list-style-type: none"> <li>- After first 12 months of employment</li> <li>- Monthly for first 6 months then as agreed after 6 months</li> <li>- Within first month</li> </ul>
<b>MANAGING END OF CONTRACTS</b>	<b>Ensure completed by:</b>
<ul style="list-style-type: none"> <li>• Research Manager to discuss with the post holder when their contract is due to expire</li> <li>• Research Manager to inform staff if contract will not be renewed</li> <li>• Explore all alternative options to ensure continuation of employment</li> </ul>	<ul style="list-style-type: none"> <li>- Four months to end of contract</li> <li>- As soon as possible</li> <li>- As soon as possible / four months to end of contract</li> </ul>
<b>CONTRACT RESEARCH STAFF AND MATERNITY</b>	<b>Ensure completed by:</b>
<ul style="list-style-type: none"> <li>• Check with the funder their provisions in terms of maternity. The funder may wish for details regarding the arrangements.</li> <li>• Complete risk assessment for from Health and Safety Services</li> <li>• Inform the funding body of the interim arrangements</li> <li>• Address who will undertake the interim responsibilities for PhD students / aspects of the project</li> <li>• Agree contact arrangements for the leave period</li> <li>• Discuss if your member of staff want to use KIT days to continue to work on certain projects?</li> <li>• Keep in contact with the member of staff during leave as agreed.</li> <li>• Hold risk assessment for KIT days</li> <li>• Arrange PDR / update meeting on staff members return if necessary</li> </ul>	<ul style="list-style-type: none"> <li>- Immediately following notification</li> <li>- Following agreement of the arrangement</li> <li>- During the pregnancy period</li> <li>- During the pregnancy period</li> <li>- During the pregnancy period</li> <li>- Following the birth</li> <li>- Following the birth</li> <li>- Within first month of return</li> </ul>