

Concordat to Support the Career Development of Researchers University of Glasgow Action Plan 2024-2027

The Researcher Concordat at the University of Glasgow

The University of Glasgow has been a signatory of [The Concordat to Support the Career Development of Researchers](#) ('The Concordat') since 2020. The University of Glasgow (UofG) Concordat Action Plan (CAP) 2024-2027 sets out our priority areas of activity for implementation of the Concordat. The Concordat Action Plan is owned and monitored by the [Research Culture and Researcher Development Team](#), in the Research Services Directorate.

At Glasgow, we aim to ensure that every researcher is supported to be at their best, as part of an engaging, fair, and collegial culture in which people help each other to succeed, and to make informed and active choices about their development and their careers. The Concordat is the primary driver for delivering this ambition for Researchers (Research-only Staff, and other related research-active groups), and the Research Culture and Researcher Development portfolio (RC&RD) within the Research Services Directorate lead on delivery of the Concordat Action Plan (contact: researcher-development@glasgow.ac.uk).

From February to June 2024, we established a new collaborative process to review progress, identify gaps and set direction, and to revise the CAP and renew our commitment to supporting researchers. To enable collaborative delivery, this CAP has been co-created with Researchers and Managers of Researchers from across the institution. It aims to integrate and build on our [learning from the past 3 years](#) and continues to align to university strategies which take a people & culture and environment focus including [The UofG Research Strategy](#), [The UofG Research Culture priorities](#) and [The UofG People and Organisation Development Strategy](#).

Membership of the Concordat Action Plan 2024-2027 Task and Finish Group:

Members were selected for both their individual expertise and areas of responsibility, and to provide representation from the wider pool of Researchers, and Managers of Researchers. In addition, partners across the university (HR/People and Organisational Development; Careers, Employability and Opportunity) have been consulted in the development of relevant specific actions and success measures.

- Rhoda Stefanatos, Researcher Development Specialist for Research Staff, Research Services (Chair)
- Kay Guccione, Head of Research Culture and Researcher Development, Research Services (Deputy Chair)
- Joanna Royle, Researcher Development Manager, Research Services
- Rachel Herries, Research Culture Manager, Research Services
- Linsey Robertson, Research Development Manager, CoSE
- Daniel Williams, Research Associate CoSE
- Catherine Hugues, Research Strategy Project Manager, MVLS
- Josie Fullerton, Research Associate, MVLS
- Virginia Howick, LKAS Research Fellow, MVLS
- Kirstie Wild, Head of Research and Operations Strategy, CoAH
- Sunil Hutchin-Bellur, Research Development Manager, CoSS
- Lea Raible, Senior Lecturer, CoSS
- Gemma Milne, Research Associate, CoSS

Delivering on our Institutional Commitment

To deliver on our Concordat commitment and hence contribute to university people & culture and environment strategies we have created a CAP underscored by the established needs of our Researchers and Managers of Researchers (Appendix 1 - UofG definitions of these groups), the delivery and management of which will be shaped by three principles that we propose will enable a collaborative and agile approach. We will:

- **Work in partnership** with colleagues including University Services Teams (College Research Offices; The Library; HR/People and Organisational Development; Careers, Employability and Opportunity) and with key Research Culture governance structures: the [Lab for Academic Culture](#), and the [Research Culture Commons](#). This allows us to take an embedded and cross-cutting approach to ensuring a fair, equitable, accessible and inclusive approach to Concordat implementation, through all deliverables. We provide continuous opportunities for dialogue, consultation, and information sharing with Researchers via the [Research Staff Assembly](#) and the [Research Professional Staff Network](#). We will cross-link work designed to support Managers of Researchers with the university's work to develop postgraduate Supervisors.
- **Continually monitor progress** of the CAP at the level of the individual initiative, programme or event, against specific success measures and indicators related to Researchers, as part of a fair, equitable, accessible and inclusive research culture. Overall progress will be communicated openly via a detailed Annual Report on progress ([linked from this page](#)), and ongoing bimonthly reports for discussion with the College-level Concordat Groups and the University's Research Planning and Strategy Committee (RPSC). We will also openly share rationale, design, delivery, outcomes and impact of selected projects through the RC&RD Team blog, - [the Auditorium](#) - and our sector networks on an ongoing and regular basis.
- **Align the CAP to the Concordat's defining principles**. This will enable clear mapping of activities with the principles of the Concordat, and ensure that an even and balanced approach is achieved, across each, ensuring actions designed to support Researchers and the Managers of Researchers are in place.

This CAP sets out indicative activities ('indicative' in the institutional plan, enabling College-level tailoring), precursors to Success Measures ('precursors' as a bespoke range of measures will be developed for each initiative) and delivery partners for each Concordat principle: (1) Environment and Culture (p3-5) (2) Employment (p6-7), and (3) Professional Development (p8-9). It defines the groups related to the Researcher Concordat at the University of Glasgow (Appendix 1, p10).

Concordat to Support the Career Development of Researchers University of Glasgow Action Plan 2024-2027

1. Environment and Culture:

(a) The Concordat requires us to:

1. Ensure that all relevant staff are aware of the Concordat.
2. Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.
3. Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.
4. Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health.
5. Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity.
6. Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices

(b) In response we will:

Environment and Culture		
Indicative Activities	Success Measures based on:	Delivery Partner(s)
1.1 Establish College-level Concordat Groups as sub-groups of/with a line of reporting into, College Research Committees	<ul style="list-style-type: none"> • Scope and consult on College-level Concordat Groups, identify appropriate membership including a College 'Concordat Lead' and establish governance structures and Terms of Reference. 	College Research Offices, Deans and Directors of Research, College Research Committee membership.
1.2 Invest in College-level Research Staff Networks.	<ul style="list-style-type: none"> • Establish/increase visibility and engagement with Researcher-led networks in all four Colleges. • Formalise links between the committees of these Networks, College Concordat Groups, The UofG Research Staff Assembly and quarterly Research Staff Induction in order to increase visibility and connections between key communities. 	Research Staff Networks (NERD), Researchers, College Concordat Groups/Leads
1.3 Consolidate structures to increase Research Staff Representation and Voice	<ul style="list-style-type: none"> • Increase month on month engagement with the Research Staff Assembly (RSA) and ongoing engagement with the associated MS Teams site. Support RSA-led activity arising. • Establish formal connections with College Researcher Networks and the Lab for Academic Culture via standing updates from Lab Research Staff representatives in a dedicated channel in the RSA Teams space. 	RC&RD, College Researcher Networks, College Concordat Professional Service Leads, Lab for Academic Culture Research Staff Representatives, Research Culture Commons Co-Leads

**Concordat to Support the Career Development of Researchers University of Glasgow
Action Plan 2024-2027**

	<ul style="list-style-type: none"> Engage a minimum of 15 Research Staff as Research Culture Commons Community Co-leads. 	
1.4 Raise awareness, visibility and engagement with College-level Concordat activity	<ul style="list-style-type: none"> Design and publish College-focused actions and projects aligned to the central action plan, and to core College objectives. Connect College-level plans into Research Staff Induction and the RSA. Connect College-level plans and Concordat Leads to each other through a single point of contact and support in the RC&RD Team. 	Research Culture and Researcher Development, College Concordat Groups, College Researcher Networks,
1.5 Communicate and clarify roles, responsibilities and relationships between researchers, managers of researchers and institutional committees.	<ul style="list-style-type: none"> Embed a statement in the Researcher Concordat Action Plan, defining key stakeholders, roles, and responsibilities and governance. Develop new and maintain established lines of communication with Managers of Researchers, Researchers, and Delivery Partners. Benchmark and monitor progress on awareness through e.g. the RSA, End of Contract Processes, PDR. 	Research Culture and Researcher Development, Human Resources, People and Organisational Development, College Concordat Groups, College Researcher Networks
1.6 Increase visibility and understanding of sources of support, development and peer- networks and communities across the University	<ul style="list-style-type: none"> Devise clear and visible messaging that communicates the university's initiatives, projects, opportunities and events. Establish messaging through recruitment, the Research Staff mailing list, web pages, The RSA, Induction, Redeployment, and End of Contract processes to ensure timely awareness and engagement. 	Research Culture and Researcher Development, College Concordat Groups, College Researcher Networks, People and Organisational Development
1.7 Increase awareness of the 'ecology of development'	<ul style="list-style-type: none"> Pilot a single platform (Inkpath) for management, booking, and tracking of development for researchers from a range of sources/providers at Central/College level. Promote messaging of how to navigate the wider ecology of development for all stakeholders. Standing updates from RC&RD at College Concordat Groups to outline available provision. 	Research Culture and Researcher Development, College Research Offices, College Concordat Groups,

**Concordat to Support the Career Development of Researchers University of Glasgow
Action Plan 2024-2027**

	<ul style="list-style-type: none"> • Expand comms to include selected updates directly to Managers of Researchers. 	
<p>1.8 Increase self-tracking of career and professional development for Research Staff</p>	<ul style="list-style-type: none"> • Produce guidance on how to use Inkpath to reflect, plan and record development in preparation for PDR, Promotions and Narrative CVs. • Support Researchers to regularly revisit and update materials for PDR, Promotions and Narrative CVs. • Pilot support for the Managers of Researchers in delivering development conversations linked to PDR, Promotions and Narrative CVs. • Publish 5 broad examples of what a 'portfolio of annual career development' looks like via the Auditorium. 	<p>Research Culture and Researcher Development, People & Organisational Development / HR, College Research Offices, College Concordat Groups, Researchers</p>

Concordat to Support the Career Development of Researchers University of Glasgow Action Plan 2024-2027

2. Employment

(a) The Concordat requires us to:

1. Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.
2. Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.
3. Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions, and the diversity of personal circumstances.
4. Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.
5. Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.
6. Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.
7. Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.

(b) In response we will:

Employment		
Indicative Activities	Success measures based on:	Delivery Partner(s)
2.1 Support HR review of 'Precarity in Research Contracts'	<ul style="list-style-type: none"> • Contribute to the review and action planning led by P&OD. • Support communication and embedding of findings. 	Research Culture and Researcher Development, People & Organisational Development
2.2 Support awareness and navigation of the Promotions process for Research Staff	<ul style="list-style-type: none"> • Support signposting via Research Staff Induction. • Provide a specific campaign of support encompassing written guidance, workshops support for Research Staff and the Managers of Researchers. • Run annual promotions-focused RSA Briefings, in collaboration with the P&OD Performance Pay and Reward Lead. • Review and publish annually numbers of applications and % success. 	Research Culture and Researcher Development, People & Organisational Development, College and School HR Business Partners
2.3 Support understanding and engagement with the Redeployment process	<ul style="list-style-type: none"> • Collaborate with P&OD to create a guidance pack for Researchers on how to navigate Redeployment. • Integrate this guidance into central, College- and School-level processes for End of Contract Management. 	Research Culture and Researcher Development, People & Organisational Development, Managers of Researchers, College and School HR Business Partners
2.4 Support understanding and engagement with PDR	<ul style="list-style-type: none"> • Collaborate with HR to create a PDR guidance pack for 	Research Culture and Researcher Development,

**Concordat to Support the Career Development of Researchers University of Glasgow
Action Plan 2024-2027**

	<p>Researchers and the Managers of Researchers.</p> <ul style="list-style-type: none"> • Provide a Research Staff specific campaign of support encompassing written guidance, workshops support for Research Staff and the Managers of Researchers. • Run annual PDR-focused RSA briefings in collaboration with the Performance Pay and Reward Lead. • Scope a project examining correlation of PDR completion for Research Staff with Promotion application and success. 	<p>People & Organisational Development, Researchers, Managers of Researchers, College and School HR Business Partners</p>
<p>2.5 Increase understanding and awareness of Academic Career Pathways, including LTS, Research Scientist, Technical Specialist and learning and teaching roles</p>	<ul style="list-style-type: none"> • Utilise established channels and spaces such as the RSA Research Culture Commons and Research Professional Staff Network to raise awareness of the pathways and their requirements. • Publish blog series on all pathways as part of the Pathfinder Career Narrative Series. 	<p>Research Culture and Researcher Development, Human Resources, People and Organisational Development</p>
<p>2.6 Support research staff to develop agency around their development and career planning through Pathfinder.</p>	<ul style="list-style-type: none"> • Increase engagement with all Pathfinder provision including the Pathfinder LinkedIn page, the Career Narrative blog series, career planning workshops, and Narrative CV support. 	<p>Research Culture and Researcher Development, Careers Employability and Opportunity, Strategic Research Initiatives</p>
<p>2.8 Capture and make visible emerging best practice in the recruitment, support and development of researchers across the institution</p>	<ul style="list-style-type: none"> • Publish regular researchers case studies in collaboration with Research Staff via the Auditorium. • Continue to increase Research Staff engagement with the annual People Make Research Initiative. 	<p>Research Culture and Researcher Development, College Concordat Groups, College Researcher Networks, Researchers</p>

Concordat to Support the Career Development of Researchers University of Glasgow Action Plan 2024-2027

3. Professional Development

(a) The Concordat requires us to:

1. Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.
2. Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.
3. Ensure that researchers have access to professional advice on career management, across a breadth of careers.
4. Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.
5. Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.
6. Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews

(b) In response we will:

Professional Development		
Indicative Activities	Success measures based on:	Delivery Partner(s)
3.1 Define the principles of a 'PI Development Framework', and underpinning activities	<ul style="list-style-type: none"> • Define a PI development framework to include organisational learning (e.g. from 'People Make Research' blog series, the RSA). 	Research Culture and Researcher Development, College Research Offices
3.2 Review and extend the impact of the Talent Lab provision, through micro-engagement activities.	<ul style="list-style-type: none"> • As part of the evaluation of the suite of Talent Labs, identify elements to be developed into a stand-alone 'bitesize series' under the Research Staff development framework. 	Research Culture and Researcher Development, Strategic Research Initiatives, Impact and Engagement
3.3 Build up a consistent and interlinked discipline agnostic Research Staff development framework.	<ul style="list-style-type: none"> • Take a focus on developing a wide range of communications skills, experiences and approaches for RS covering e.g. academic writing, blogs, narrative, policy, public engagement, impact, visual methods. 	Research Culture and Researcher Development
3.4 Explore pathways to provide development opportunities to design and deliver activity related to teaching/education for researchers	<ul style="list-style-type: none"> • Map a wide range of available and accessible opportunities for research staff to develop and gain teaching experience, using 'teaching and student support' in the broadest sense, in line with the UKPSF. • Develop and pilot initiatives targeting identified gaps through e.g. mentoring, supervision, facilitation, team leaders, surgeries, and 'train the trainer' opportunities. 	Research Culture and Researcher Development, Student Learning and Development, Academic and Digital Development, Public and Community engagement, Glasgow Changing Futures

**Concordat to Support the Career Development of Researchers University of Glasgow
Action Plan 2024-2027**

<p>3.5 Strengthen Routes into Fellowships, and the recruitment of Research Fellows building learning towards a UofG Fellows Development Framework</p>	<ul style="list-style-type: none"> • Develop and pilot Talent Lab – Ignite Fellowship Accelerator. • Pilot ‘This Fellowship Life’ half day event. • Offer targeted synchronous support for demand-led Fellowships. • Create opportunities to learn from College-level fellowship recruitment processes. 	<p>Research Culture and Researcher Development, Strategic Research Initiatives, College Research Offices.</p>
<p>3.6 Increase/open up support for research-active MPA and LTS pathway staff.</p>	<ul style="list-style-type: none"> • Open up existing support to all research-active staff to enable access to researcher development provision. • Develop new initiatives to support those who are research active in MPA and LTS roles. • Highlight profiles of research active LTS/MPA colleagues via the Auditorium blog. 	<p>Research Culture and Researcher Development, College Concordat Groups, College Research Offices</p>
<p>3.7 Increase engagement of managers of researchers with PI and Supervisor Development Frameworks</p>	<ul style="list-style-type: none"> • Increase numbers completing mandatory supervisor training and engaging with the UofG Supervisor Community of Practice. • Increase engagement with Researcher Leaders Workshops Series. • Establish a dedicated ‘Managers of Researchers’ Channel on the Research Culture Commons Teams space. • Create opportunities for engagement with Talent Lab initiatives, as experts, mentors and panellists. 	<p>Research Culture and Researcher Development, Human Resources, College Research Offices, College Concordat Group, Managers of Researchers</p>
<p>3.8 Develop Research Staff as ‘Associate Supervisors’</p>	<ul style="list-style-type: none"> • Increase visibility and uptake of Supervisor development provision by Researchers. • Increase numbers of Researchers recorded as Supervisors on UofG systems. • Clarify local processes for all stakeholders. • Engage and support Researchers to work towards recognition through the UKCGE Associate Supervisor Award. 	<p>Research Culture and Researcher Development, College Graduate Schools, College Research Offices, Managers of Researchers</p>

Concordat to Support the Career Development of Researchers University of Glasgow Action Plan 2024-2027

Appendix 1: Groups Related to the Researcher Concordat

It is important to us that we use common and clear language as we embark on this shared endeavour. Below we clarify and define the terms, roles, rights and responsibilities of three key groups who must work together to deliver activities under the Researcher Concordat Action Plan.

Institution

The University of Glasgow aims to ensure that every researcher is supported to be at their best, as part of an engaging, fair, and collegial culture in which people help each other to succeed, and to make informed and active choices about their development and their careers.

Since becoming a signatory in 2020, 'The Institution' (the University of Glasgow) has invested in new roles and strategic initiatives, established new structures and systems, and worked to create positive connections and partnerships between university services, teams and individuals that allow us to work across a large and diverse researcher community to implement our Concordat ambitions, and to monitor progress. In this Researcher Concordat Action Plan, we deliberately frame our planned activities around a network of Concordat delivery partners across the institution. The responsibility to implement and uphold the Concordat principles is shared between all who contribute to, engage with and support research and researchers, and those who are responsible for policies, processes, systems and technologies which capture data related to the implementation of the Concordat principles, and wider Researcher experience.

Managers of Researchers

The 'Managers of Researchers' are all individuals and groups who have direct and authoritative influence on researchers and the research culture including: Senior University Leaders, Heads of College, Heads of School, Directors of Research, College Research Office Teams, and the PIs and Line Managers of Research-active Staff. All Managers of Researchers have a key role in implementing the Concordat at Glasgow, especially within their team, service, school or college. All Managers of Researchers at Glasgow are expected to cultivate awareness of the need to engage with the principles of the Concordat and to maintain a supportive culture that encourages researchers to regularly and actively engage with initiatives and communities that support them to deliver their best research, and to reflect on their professional and career development, planning for the future.

Researchers

At Glasgow, the Concordat, and the activities, provision and support which underpin it apply to and are open to all staff engaged in research. There are no exclusion criteria related to role, grade or job family. We seek to recognise the broadest diversity of research activity across career tracks, disciplinary contexts, prior experiences, career expectations and future career intentions. All researchers at Glasgow are expected to regularly and actively engage with initiatives and communities that support them to deliver their best research, and to reflect on their professional and career development, planning for the future.