Imperial College London

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HR Excellence in Research Concordat Implementation Action Plan 2013 - 2017: Two Year Internal Review

Background

Imperial College London is dedicated to the support and development of its 2000 research staff and 400 fellows. The College is proud to still be the only university in the UK to have a dedicated centre for the support and development of research staff in the form of the Postdoc Development Centre (PDC). Since 2014 the PDC, which was launched in 2009 as a result of the recommendations in the Roberts review and the subsequent Concordat to Support the Career Development of Research Staff, has been core funded, indicating a commitment by the College to continue the support and development for their researchers, through the provision provided by the PDC. The work carried out by the PDC is also championed by the Provost of the College who has a great interest in researchers who are at a critical career stage. Through the PDC, the College has been able to ensure that all researchers have a comprehensive programme of training and development available to them.

Internal Review

The internal evaluation of the Imperial College Concordat Action Plan (2013-2017) was conducted by HR, E&DU and the PDC in consultation with the Postdoc Development Committee, which is composed of two representatives from each faculty. These representatives are chosen from the Postdoc Reps Network, which is composed of at least two postdocs from each department within the College.

Key Achievements

Since the action plan was first submitted in 2013, the College has seen many changes. The provision of events and support that is given to researchers has steadily increased and new provisions have been introduced. In particular, the PDC now runs a very popular series of Pop-up workshops which are brief, informal, interactive sessions designed to deliver bite-size, timely, targeted information to postdocs on a range of themes that will be helpful for their careers. The PDC has redesigned elements of its course provision in response to researcher requests and they now deliver a significant number of department specific training that is tailored to each Department. The PDC have expanded their interactions with funders in the shape of Funders Showcase, to increase

the awareness amongst postdocs and fellows of the funding opportunities that are available to them. A key step change since 2013 is the increase in commitment by the College to dedicated specific resources to the support and development of researcher through core funding the PDC in 2014.

Next steps: Actions for 2015 – 2017

The review of the 2013 actions and the introduction of new actions for 2017 demonstrates that the College continues to provide a comprehensive and inclusive programme of support for researchers. Through working with the extensive Postdoc Reps Network and the Postdoc Development Committee, we ensure that any new initiatives are widely consulted with the postdocs at the College. Throughout this document we have identified a number of new and existing actions that we feel will ensure that the provision that is provided by the College for its postdocs and fellows remains relevant, timely and in keeping with researchers needs.

<u>Four Year Review Date: 19 January 2017</u>

2015 - 2017 Actions with responsibilities and timescale from the 2015 report

A.   Recruitment and Selection

Principle 1
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

Concordat Principle	Action	By Whom	Timescale
1.1	To undertake a review of the eRecruitment System	HR	By 2017
1.1	To implement new changes into the recruitment management process to ensure it is candidate-focused.	HR	By 2017
1.2	To review the methods used to advertise new vacancies.	HR	By 2017
1.2	To embed unconscious bias training into development plans for all staff involved with the recruitment of researchers.	HR	By 2017

B.   Recognition and Value

Principle 2
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.

Concordat Principle	Action	By Whom	Timescale
2.3	To deliver department specific PRDP training on request.	LDC/PDC	on-going

2.6	To encourage postdocs to engage in the PDC mock interview service, both by volunteering to be panel members and by having a mock interview before their real interview.	PDC	on-going
2.6	To train postdocs to chair mock interview panels and gain valuable additional experience of the interview process	PDC	Spring 2015

C.   Support and Career Development

Principle 3
Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Concordat Principle	Action	By Whom	Timescale
3.1	The PDC to showcase career paths available to researchers through careers events and a dedicated webpage.	PDC	Winter 2016
3.2	The PDC to establish an extensive, tailored support programme for all fellows.	PDC	Autumn 2016
3.3	The PDC will respond to department specific requests in regards to the take up of PDC delivered support and development by their departmental research staff and continue to offer bespoke departmental training.	PDC	on-going
3.5	To continue the annual review of course provisions and to consult with the Postdoc Development Committee and Reps Network for course suggestions.	PDC	Annually
3.5	To offer a diverse range of PDC lead Pop-up workshops.	PDC	on-going
3.6	The PDC to review and update the new postdoc starters resource in 2016.	PDC	2016
3.8	The PDC to annually review the Exit Survey and report any findings to the Provost Board.	PDC	Annually

3.9	**An academic member of staff to be appointed as a Postdoc Champion in every department by 2017.**	**PDC/College**	**By 2017**

Principle 4
The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Concordat Principle	Action	By Whom	Timescale
4.1	**To continue the College wide PRDP review process. The changed forms to be approved by the Provost Board. Create a tailored PRDP form for all researchers by gaining input from the researcher community.**	**LDC/PDC**	**Spring 2016**
4.3	**Opportunities to take part in STAR will be advertised by the PDC and we will hold an annual Pop-up on this topic.**	**EDU/PDC**	**Summer 2015**
4.4	**To consult termly with the Postdoc Development Committee.**	**PDC**	**Termly**
4.4	**To update the Provost termly about researchers' requirements and outline the plans of how the provisions align with those requirements.**	**PDC**	**Termly**
4.4	**Organise events where postdocs and fellows can interact directly with the Provost.**	**PDC**	**Annually**
4.4	**To promote the Postdoc Safety Award across the College.**	**PDC**	**on-going**

D.   Researchers' Responsibility

Principle 5
Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

Concordat Principle	Action	By Whom	Time scale
5.4	The PDC to publish online tip sheets on how to write a variety of CVs.	PDC	Summer 2015

E.   Diversity and Equality

Principle 6
Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Concordat Principle	Action	By Whom	Timescale
6.1	To continue the annual review process of the Equality Objectives.	E&DU	Annually
6.1	The PDC will run a survey to identify why females may choose not to apply for fellowships or leave it later than their male counterparts. The PDC will analyse the results and see if there are specific development requirements to encourage more applications.	PDC	Autumn 2015
6.1	To continue to deliver two Springboard Programmes per academic year	PDC	Annually
6.4	By 2017 have either a postdoc representative and/or a member of the PDC on all departmental Athena SWAN committees.	PDC/College	2017
6.7	E&DU to continue to monitor the progress made by the Equality and Diversity Committee	E&DU	Termly

6.10	The College to continue to promote the Athena SWAN award across the College. For all departments to achieve a Bronze or higher award by 2017.	College	2017

F.   Implementation and Review

Principle 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.

Concordat Principle	Action	By Whom	Timescale
7.1	To undertake an annual focus group with the Postdoc Development Committee to review how Imperial is implementing the Concordat's principles and for the minutes from this meeting to be shared and discussed with the Provost.	PDC	Annually
7.4	The PDC to continue to share best practise with other HEIs through networks and joint initiatives	PDC	on-going
7.5	The PDC to continue sharing knowledge with the E&DU	E&DU/PDC	on-going

Full HR Excellence in Research 2015 two year review and new actions report for 2015 – 2017

Key

	2013 – No action
	2013 – Action
	2015 – Ongoing 2013 action
	2015 – Completed 2013 action
	2015 – New Action
	2015 – updated but no new action

A.   Recruitment and Selection
Principle 1
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
1.1	**All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.**	
Attracting, developing, rewarding and retaining researchers of the highest calibre from diverse backgrounds is a key part of the College's strategy. • The College has clear policies and procedures on recruitment and selection of all roles, including researchers. • The College recruits the brightest and best researchers from around the world. • In addition, the College has in place senior appointment and promotion committees to recruit and retain the very best researchers.	None	The 2013 practices continue and in addition to this, the following work has been initiated: • The College has been undertaking a review of the eRecruitment system with the objective to replace the existing system with one that will better meet its requirements • The recruitment management process is being reviewed and changes will be made to ensure the process operates from a candidate-centric perspective **ACTION: To undertake a review of the eRecruitment System.** **ACTION: To implement new changes into the recruitment management process to ensure it is candidate-focused.**

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
1.2 *Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background.* *Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.*		
The College's commitment to equality of opportunity requires a consistent and transparent approach to recruitment and selection. • To attract a diverse range of applicants all vacancies, unless a researcher is named on a grant, are advertised for a minimum of 2 weeks on the College's employment site and as required appropriate external websites and publications. • All job descriptions and person specifications include full and relevant details of the requirements for the role and are subject to job evaluation by Hay trained evaluators. • It is a departmental responsibility to recommend all short listing and interview panels are made up of members who have received training in recruitment and selection.	None	The 2013 approach continues. As part of the eRecruitment system review the College is considering the different options that are now available when advertising new positions, in particular how social media can be used. **ACTION: To review the methods used to advertise new vacancies.** Unconscious bias training has been delivered in several departments to members of staff who are involved in recruitment and selection. **ACTION: To embed unconscious bias training into development plans for all staff involved with the recruitment of researchers.**
1.3 *Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason.*		
The College fully complies with the Fixed Term (Prevention of Less Favourable Treatment) Regulations 2002, and the ACAS Code of Practice 2009. • The College solely employs members of staff on fixed term contracts where the reason warrants it. • Detailed guidance exists on contract types. • The College's Request to Recruit and Contract Change forms require managers to explain why the contract should be fixed term. • All employees regardless of contract type have the same terms and conditions, along with access to the same benefits and learning and development opportunities.	None	The 2013 approach continues.

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
• All fixed term employees with 4 years' continuous service are automatically reviewed to identify if their contract should be converted to open ended.		
1.4 **To assure fairness, consistency and the best assessment of the candidate's potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant, recent training. Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development.**		
All appointments of research staff are to be made in accordance with the College's equal opportunities code of practice on Recruitment and Selection, as well as in accordance with the guidelines on recruitment and selection procedures issued from Human Resources • The College recommends that all staff on recruitment/interview panels attend a recruitment & selection course. • In addition, the College runs an e-learning refresher course for those staff already trained, • The recruitment and selection procedure recommend that panels should be diverse. • To further assist recruiting managers the College has templates and guidance regarding job descriptions, person specifications and adverts. • The College also provides constructive feedback to external candidates upon request.	None	The 2013 approach continues.
1.5 **The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organization.**		

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
• All College job descriptions are evaluated using Hay methodology. • Researchers are employed on the appropriate College salary scale, and salary progression and increments operate in the same way as for other members of staff. • Level of annual cost of living increase is determined through Local Pay Bargaining negotiations and applied to all members of staff including researchers.	None	The 2013 approach continues.

B.   Recognition and Value

Principle 2
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.

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
2.1 *Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.*		
The College attaches great importance to personal and professional development and the need for all staff to equip themselves with key skills, not only to undertake their College responsibilities effectively but as a personal benefit in relation to their longer term careers. • The Learning & Development Centre publishes all development opportunities on their webpage. All members of staff can access and apply for courses regardless of contract type or the length of their contract. • In addition, the College has a dedicated centre to support researchers- the Postdoc Development Centre (PDC). • The College recommends that junior researchers attend at least one personal development programme as well as an induction programme during their probationary period. Completion of a personal development programme of up to ten days is an annual requirement following completion of the probationary period.	None	The 2013 approach continues
2.2 *Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.*		

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
The College's Recruitment and Selection and Fixed Term Workers Consultation guidance have been drafted based on the principles of the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance. As stated in 1.3 managers are able to access guidance on contract use.	None	The 2013 approach continues.

2.3	Research managers should be required to participate in active performance management, including career development guidance, and supervision of those who work in their teams. Employers should ensure that research managers are made aware of, and understand their responsibilities for the management of researchers and should provide training opportunities, including equality and diversity training, to support research managers in doing this. Institutions will wish to consider how research managers" performance in these areas is developed, assessed and rewarded, and how effectively this supports good research management.

| PI's are required to provide career development guidance to research staff. The PRDP (Personal Review and Development Plan) is one initiative in place to support this requirement.

The College runs specific courses to support PIs and new research group leaders e.g. Managing your first research group.

The College has also developed a set of management expectations i.e. Imperial Expectations which all managers are expected to follow. | None | PRDP training has been rolled out across College to increase awareness of the process and to manage expectations of both the appraiser and the appraisee.

In response to Athena SWAN applications, department specific PDRP training has been delivered.

ACTION: To deliver department specific PRDP training on request.

The College has established the Academic Development Centre (ADC), together with a suite of other management development programmes which are attended by research managers in order to enhance management capability and practice. In particular, the ADC is a new approach to academic development that delivers clear tangible improvements in academic performance and fosters a vibrant, ambitious, accountable, collaborative culture where staff can realise their career ambitions. |

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
2.4	**Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants, other schemes for supporting time between grant funding, and systems for redeploying researchers within organisations where resources allow. Funders are expected to make it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective.**	

The College aims to redeploy staff at risk of redundancy where possible. The College process consists of the following:
• The College expects that all researchers are kept informed about their funding and the likelihood of future funding and employment at the end of current funding.
• Six months prior to the end of current funding researchers are emailed and:
   o Those at risk are placed onto the College's redeployment register and advised to register for internal job alerts.
   o HR teams review the register and inform staff of any suitable vacancies.
   o At risk staff are given priority over other internal and external applicants.
   o Staff at risk of redundancy are eligible to apply for vacancies where the closing date has passed, but a candidate has not yet been appointed.
   o Career guidance is available through the Careers Service, Learning and Development Centre and Postdoc Development Centre.
 	
In addition, The College 'bridges' the funding for researchers whilst waiting for new external funds to come in wherever possible to allow stability of employment.
	None	The 2013 approach continues, with the exception of when researchers are reminded that current funding may end. This now takes place seven weeks before expiry of a fixed term contract or 17 weeks before expiry of funds underpinning an open ended contract.
		
		To support researchers who are coming to the end of their contract, HR supply the PDC with the names of those researchers whose contract expires within the next three months. An email is sent to these individuals to remind them that they have access to the PDC and the range of support and development opportunities that they offer, in particular the one to one support and mock interview services.
		
		The bridging fund, previously known as the VIP award, no longer exists. In its place, departments decide to offer additional funding to any researcher awaiting the outcome of an external funding application. This is decided on a case by case basis according to departmentally established criteria.

2.5	**Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework.**	

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
The College is committed to transparent pay progression for research staff. The College's principles of pay & recognition are applicable to all staff. All salary scales are published on the College's HR webpages and are accessible to all. In addition, annual local pay bargaining negotiations take place with the recognised Joint Trade Unions on the level of salary increase for all staff and the annual agreed amount or percentage is applied to all categories of staff.	None	The 2013 approach continues.
2.6 *Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.*		
The College is committed to developing and providing career opportunities for all staff and have implemented the following processes: • New positions are advertised on the College's employment website for a minimum of 2 weeks in accordance with the College's Recruitment and Selection procedure. The webpage is accessible to all members of staff. • The annual Academic Promotion exercise is announced in the College's Staff Briefing that is emailed to all members of staff on a fortnightly basis. The criteria and application process is published on the HR webpage. • Each August the annually agreed salary increase is implemented for all members of staff. In addition, staff on incremental scales, which include researchers up to lecturer level, automatically receive a further salary increase in October. • The Careers Advisory Service and PDC offer a range of support to help postdocs manage their careers including courses, workshops, 1:1s and resources.	None	The PDC, in addition to the points made in 2013, also offer mock interviews to researchers regardless of the position they are applying for. Mock interviews are composed of panels made of volunteers who are predominantly postdocs. The PDC has an extensive panel list and has seen continued high level of engagement from postdocs. By being a panel member, postdocs get to see what it is like to be on the other side of an interview but also to see a successful candidate's application. Feedback received from the volunteer panel members has been very positive, with many commenting that they find the mock interview to be more insightful when they are a panel member than when they are an interviewee. **ACTION: To encourage postdocs to engage in the PDC mock interview service, both by volunteering to be panel members and by having a mock interview before their real interview.** **ACTION: To train postdocs to chair mock interview panels and gain valuable additional experience of the interview process**

2013 Imperial College policy and practice	2013 Action		2015 Progress and New Actions	
• Departments submitting Athena Swan applications are required to consider how to develop the careers of all research staff including providing transparent information about opportunities or progression and promotion.				

C.   Support and Career Development

Principle 3
Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

2013 Imperial College policy and practice	2013 Action	2015 progress and New Actions
3.1 *It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position. It is, therefore, imperative that researcher positions in the UK are attractive in themselves (and not, for example, solely as potential stepping stones to permanent academic positions). This requires that they provide career development which is comparable to, and competitive with, other employment sectors.*		
Vacancies and Employer Information can be found on the Careers Service webpages. The service provides information on occupations and employers through the Careers information library and online via *JobsLive*. There is additional advice in the 'Doing your research, researching companies' section of these webpages. See 3.2 and 3.3 below for details of career development provision available to researchers at Imperial.	None	The PDC is in the process of developing a series of events to showcase alternative careers in recognition that many postdocs will be leaving academia. This will be undertaken by carrying out the following: • The PDC will support PDC Reps Network driven careers events, where, for example, previous colleagues are invited to speak about their career choices. • The PDC will work with the extensive Imperial alumni network to identify postdoc alumni who are willing to share their career experiences. These experiences will be recorded and form an online portfolio of career options. • Paths for Postdocs – As part of the Women@Imperial series of events which celebrates the College's academic women past, present and future, the PDC will be hosting a series of talks from ex-postdocs who have moved onto alternative careers. **ACTION: The PDC to showcase career paths available to researchers through careers events and a dedicated webpage.**
3.2 *A wide variety of career paths is open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.*		

2013 Imperial College policy and practice	2013 Action	2015 progress and New Actions
The Careers Advisory Service has dedicated pages for research staff. It provides: • Confidential one-to-ones • Practice interviews • Courses • Careers events The PDC at Imperial College is the only centre in the UK that offers support and advice specifically for Postdoctoral researchers. The centre offers : • one-to-ones • mentoring • mock interviews • development courses aimed specifically for postdocs.	None	Since 2013, the Careers Service has updated the content of its dedicated research staff page to provide the following information: • Getting started with career development planning • Finding out about options • Job search and how to go about looking for jobs • Making applications and selection interviews • Getting information about equality in recruitment • How to get career development advice • Equality and diversity The PDC at Imperial College is one of the few centres in the UK that is dedicated to providing support and advice specifically for postdocs and fellows. The PDC's core support is similar to that stated in 2013, but has expanded and adapted to meet the needs of researchers. The PDC offers support in five key ways : • One-to-one support • Mock interviews • Courses and workshops • Postdoc Reps Network • Resources for fellows Our mock interview service is available to all researchers for any position, including those who are leaving academia. The PDC is currently undergoing a review of the provision that is provided for the fellows, a distinct subset of researchers who have taken the first steps towards an independent academic career. The PDC has established a Fellows Committee, a Fellows Forum and an extensive mailing list. Over the course of the next two years, the PDC aim to tailor a provision of support for this group of researchers. **ACTION: The PDC to establish an extensive, tailored support**

2013 Imperial College policy and practice	2013 Action	2015 progress and New Actions
		programme for all fellows. Throughout this document the College has undertaken a variety of activities to ensure that researchers are aware of the wide variety of career paths that are available. Section 5.4 contains a list of new initiatives to better aid this understanding.
3.3		*Employers, funders and researchers recognise that researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the communication and other professional skills that they will need to be both effective researchers and highly- skilled professionals in whatever field they choose to enter.*
Imperial provides a wide range of training opportunities for research staff. The PDC Directory is published each year outlining courses available which is mailed to all research staff. The details and booking information can be found online. Courses include: - Launching your career - Stand and deliver – presentation skills - Personal Impact and Networking with confidence - Fellowships for Researchers Event - Planning for an Academic Career & Interview - Let's talk about work: getting the most from PRDP - Introduction to Teaching and Learning for Postdocs	Set up quarterly reports on take up by department and faculty. Analysis of take up and target departments with low numbers of attendees	In addition to the courses offered by the PDC, research staff can access courses from the Learning & Development Centre (LDC) and the Educational Development Unit (EDU). The PDC Directory, which is reviewed and published annually online, outlines the courses that are available specifically for research staff. The PDC promotes upcoming courses through their researcher mailing list, monthly newsletter, twitter and via the Reps Network. Courses fall into the following categories: - Career Development - Taking Charge of your Career: Postdoc Development Programme - Personal Development - Professional Skills - Writing Skills Programme Due to issues with our current HR analysis software the PDC has not been able to produce quarterly reports on take up by departments and to then target departments with low numbers of attendees. However, the PDC have produced detailed departmental training reports on request and have formatted data for several Athena Swan applications. The PDC regular work with departments to deliver bespoke training for their researchers.

2013 Imperial College policy and practice	2013 Action	2015 progress and New Actions
		ACTION: The PDC will respond to department specific requests in regards to the take up of PDC delivered support and development by their departmental research staff and continue to offer bespoke departmental training.
3.4 *All employers will wish to review how their staff can access professional, independent advice on career management in general, particularly the prospect of employment beyond their immediate discipline base, or offering training and placements to broaden awareness of other fields and sectors.*		
See section 3.2	None	The 2013 approach continues.
3.5 *Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies should assist researchers to make informed choices about their career progression by ensuring that their own policies and processes for promotion and reward are transparent and clearly stated and that all researchers are aware of local and national career development strategies.*		
The PDC provides a range of workshops aimed at helping researchers plan their careers. They include: • Launching your Career • Building on the past 4 years – What next? • Planning for an academic career and interview • Preparing for an interview outside Academia • Planning your Career – What next? The Careers Advisory Service provides direction for researchers via their website including career management advice. There are courses available for planning a career in and outside academia and these can be found via the PDC website	Annual review of courses to ensure courses are in line with new initiatives and directives	The PDC provides a range of courses aimed at helping researchers plan their careers. These include: • Aiming for a Lectureship • Planning for an Academic Career & Interview • Planning your Career - What Next? - Engineering and Physical Science • Planning Your Career – What Next? Life Sciences and Medicine • Preparing for an Interview Outside Academia • Preparing Successful Research Fellowship Applications • Taking Charge of your Career: Postdoc Development Programme • Acting as a Research Consultant Each year the PDC reviews their course provision, taking into account the popularity of courses and participants. Below are a few examples of how the PDC courses have evolved over the last two years: • Taking charge of your career: Postdoc Development Programme

2013 Imperial College policy and practice	2013 Action	2015 progress and New Actions
		○ Making the most of your postdoc ○ Planning for success beyond your postdoc ○ Managing your first research group • Funder Showcases – the aim of these events is to improve the communication between early career researchers and the funding bodies. The PDC regularly consults with the Reps Network and the Postdoc Development Committee on potential new course provisions. Since 2013 the PDC have introduced a new Writing Skills Programme in response to requests from postdocs and tailored the taking charge of your career programme to cater for specific postdoc groups. To improve knowledge of fellowship applications, the PDC has also developed an Early Career Fellowships webpage which contains details, according to discipline, of fellowships that are available, the eligibility criteria and the deadlines. In addition the PDC run a series of Pop-up and Pop-up+ workshops which are short training courses. Pop-up workshops are brief, informal, interactive sessions designed to deliver bite-size, timely, targeted information to postdocs on a range of themes that will be helpful for their careers. Workshops last approximately one hour, usually run over lunchtime, and are open to all postdocs and fellows from across the College. Pop-up+ sessions are short courses built on the informal, flexible format of the pop-up workshops. Sessions last approximately 2–3 hours and cover more complex issues, explore topics in greater depth and include participative learning activities. In both cases these workshops are organised in response to either a funding opportunity or a request from a researcher about a particular skill they would like to learn more about that would be helpful for their career. Examples of Pop-ups include: • Fellowships • Writing lay summaries

2013 Imperial College policy and practice	2013 Action	2015 progress and New Actions
		• Open access • Assertiveness • CVs and cover letters Pop-ups provide an opportunity for the PDC to pilot new ideas and initiatives. **ACTION: To continue the annual review of course provisions and to consult with the Postdoc Development Committee and Reps Network for course suggestions.** **ACTION: To offer a diverse range of PDC lead Pop-up workshops.**
3.6	**Employers should provide a planned induction programme for researchers, on appointment to a research post, to ensure early effectiveness through the understanding of the organisation and its policies and procedures. They should also ensure that research managers provide effective research environments for the training and development of researchers and encourage them to maintain or start their continuous professional development.**	
In order to assist managers when preparing an induction programme for new members of staff an induction pack and guidance is available on the website. Imperial Insights provide an induction to all new staff at Imperial. New postdocs are also invited to the Postdocs Introduction/Welcome Meeting, a lunch that is offered by the PDC every 6 months. Departments and divisions also run their own induction events for new postdocs. There is also guidance offered in the 'Support and development for postdocs' booklet offered by the PDC. Details of the College's probationary procedures can also be found on the website.	None	All new postdocs who join the College are directed to a new starters resource in their induction letter called A Successful Career Begins at Imperial College London - a guide for Postdocs. **ACTION: The PDC to review and update the new postdoc starters resource in 2016.** Since 2013, new postdocs have been invited to attend the *Postdoc Welcome Meeting*, a lunch that is offered by the PDC every 6 months. Initially this invitation was advertised to researchers via the PDC monthly newsletter, but was reliant on new starters contacting the PDC first to be added to the PDC mailing list so that they received the newsletter. However since mid-2014 the PDC receives monthly updates from HR detailing which postdocs and fellows joined the College that month. The PDC now sends a welcome email to all new starters which invites them to attend the lunch and highlights what the PDC offers in terms of support

2013 Imperial College policy and practice	2013 Action	2015 progress and New Actions
		and development opportunities. Postdocs and fellows, in addition, are automatically added to the PDC mailing list so that they can receive regular PDC updates on upcoming support and development initiatives. Many departments and divisions within the college run their own induction events for new postdocs. These are often organised by the PDC Reps.
3.7		**Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those skills. For example, researchers may be given the opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.**
Imperial is increasingly dedicated to embedding the RDF (Researcher Development Framework) across the University. The PDC aims to promote awareness of the framework to researchers and use it as a tool to inform one-to-one discussions. Additionally, the PDC runs mentoring programmes for postdocs to mentor PhD students, for example the Chemistry Department provides the opportunity for postdocs to gain project funding via the PDC Grant to undertake projects to develop their transferable skills. e.g. Beautiful Science	Fully embed Research Development Framework	In 2013 the RDF Planner was extensively piloted to all researchers throughout the College. The PDC undertook a number of focus groups, consulted with external researcher developer networks and used the expertise within the team to try to embed the RDF Planner into the PDC one-to-one support sessions. The RDF Planner has not been implemented as a Continuing Professional Development tool within the College. However the principles from the RDF framework are still at the forefront of the development that the PDC offer. The PDC Grant has now been suspended; however additional funding for events is available to departments through the PDC Departmental and Interdisciplinary Fund.
3.8		**Employers also should provide a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers. All researchers should be familiar with such provisions and arrangements.**
The PDC provides 1:1 support on coaching and mentoring for all postdocs at Imperial. Other mentoring support is available via individual departments and faculties.	None	Many departments across the College have their own mentoring schemes which are tailored to their researchers needs.

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The PDC at Imperial runs in-house surveys called 'Postdoc Career Paths' and 'Where do Imperial Postdocs Go?' These surveys are completed by Postdocs and PIs respectively and provides valuable data on postdoc career progression and data from PIs on where their postdocs go. This is currently the only survey run within a UK institution that yields a rapid and high response regarding the career aspirations and destinations of postdoc researchers. The survey is unique because it asks questions about aspiration and reality and then is checked again real destination data		The PDC provides *ad hoc* mentoring opportunities using the contacts that they have established to match any request from a mentee to a mentor. The PDC no longer runs the in-house surveys called *'Postdoc Career Paths'* and *'Where do Imperial Postdocs Go?'* Instead in 2014, the PDC launched a new Exit Survey for all postdocs and fellows soon to leave the College. The survey asks a range of questions relating to the individuals next career move. **ACTION: The PDC to annually review the Exit Survey and report any findings to the Provost Board.**
3.9	***Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity, so far as is possible within the project. It should be stressed that developmental activity can often have a direct impact on the success of the project, by distributing work, taking advantage of individual strengths and talents, and increasing the skill and effectiveness of researchers in key areas such as writing for publication or communicating with a wider audience. Funding bodies acknowledge that the training of researchers is a significant contribution to research output and they encourage employers and mentors to adopt these practices.***	
All postdocs at Imperial have in their contracts 10 days training and development per year. Guidelines on what the postdocs could do are given to PIs via presentations at staff meetings by the Head of the PDC and Heads of department. All courses and programmes are free and the College uses a very broad definition of transferable skills in order for individual postdocs to be able to undertake training and development which specifically matches their needs and in consultation with their PIs.	None	Through continued exposure to the PDC and by talking to their research managers; researchers are encouraged to undertake continuing Professional Development. Postdocs are given guidance via departmental events which highlight the support that is available, particularly the access to 10 days training per year which is stated in all researchers contracts. Additional resources include the PDC website and newsletter, through talking to their departmental Reps and in the case of the Faculty of Engineering, via their Postdoc Champions, academics who have been chosen to be the voice of postdocs within their department. These Postdoc Champions meet termly to relay any issues and to share best practice between departments. **ACTION: An academic member of staff to be appointed as a Postdoc Champion in every department by 2017.** The Head of the PDC aims to meet annually with all Heads of department within the College to promote the support and development opportunities that are available to all postdocs and fellows. The Head of the PDC also attends

2013 Imperial College policy and practice	2013 Action		2015 progress and New Actions	
			departmental staff meetings where she has an opportunity to address PIs and outline the development opportunities available to their postdocs.	

Principle 4
The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Imperial College policy and practice	2013 Actions	2015 progress and New Actions
4.1 *Researchers should be empowered by having a realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices at the appropriate times. Employers should introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is important that researchers have access to honest and transparent advice on their prospects for success in their preferred career.*		
The HR Strategy requires all members of staff to have access to a PRDP (Personal Review and Development Plan). This process is designed to: • Celebrate achievement • Enhance performance • Develop careers • Identify Personal Development Plans.	PRDPs are undertaken by Depts. PDC to run workshops on 'how to get the most out of your PRDP'	The College is currently undergoing an extensive review of the PRDP process. Changes to the forms are being assessed and the College is considering the introduction of a specific researcher PRDP form which will be relevant and appropriate for research staff. **ACTION: To continue the College wide PRDP review process. The changed forms to be approved by the Provost Board. Create a tailored PRDP form for all researchers by gaining input from the researcher community.** Since 2013, there has been a review into the training that is offered for PRDPs. The LDC offers PRDP briefing sessions for all staff, so that each individual can get the best out of the review process. Members of the PDC also deliver this training in the standard format but have development training which is tailored to researchers.
4.2 *Employers will wish to ensure that developmental activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not unduly disadvantaged when moving from one employer to another.*		
Imperial supports its researchers to pursue academic posts at Imperial, other institutions, or careers outside of academia.	None	The PDC offers support to pursue academic posts or careers outside of academia through: • One-to-one support • Mock interviews

Imperial College policy and practice	2013 Actions		2015 progress and New Actions
			• [Courses and workshops](#) The PDC will arrange mock interviews for postdocs and fellows who have been shortlisted for fellowships, academic jobs and jobs outside of higher education. We organise rooms, coordinate panel members, choose appropriate questions and provide feedback to the interviewee. For more information, see section 3.2.
4.3 **Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development, suitable training and support is provided.**			
Postdocs are able to attend courses run by the [Educational Development Unit](#) In addition, many departments run discipline specific training for new tutors e.g. Physics.			Accredited by the Higher Education Academy (HEA), Imperial's [Supporting Teaching Accreditation and Recognition (STAR) Framework](#) is a new programme which was launched in 2014. It provides staff with professional development opportunities and recognition focused on their role in learning and teaching. Through the framework, postdocs can achieve professional recognition from the HEA. **ACTION: Opportunities to take part in STAR will be advertised by the PDC and we will hold an annual Pop-up on this topic.** In addition to department specific opportunities to teach and demonstrate, the College also have a number of schemes where postdocs interested in gaining some tutoring experience can apply to become a tutor on the Global Challenges field of the undergraduate co-curricular programme [Imperial Horizons.](#)
4.4 **Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees.**			
The PDC has an advisory committee - the Postdoc Development Advisory Committee (PDAC), which is chaired by the Pro-Rector for Research and has membership of senior academic staff,	PDAC set up and dates set		In 2013 Imperial College underwent a senior management restructure. Now instead of reporting to PDAC, the College Provost requests regular meetings and reports with the Head of the PDC. During this meeting the

Imperial College policy and practice	2013 Actions	2015 progress and New Actions
postdoc representative from each faculty (9 representatives) and members of the PDC. PDAC meets three times a year and is a forum for discussion on matters relevant for postdocs. Each department has at least 1 postdoc representative and most departments invite the postdoc representative to be a full member of the department staff meetings.	for one meeting per term for the academic year 2012-13	Head of the PDC informs the Provost of any issues that may have been raised during the Reps Network Meeting and the Postdoc Development Committee. In turn the Head conveys the key priority areas to the researchers. In 2014, the PDC established the Postdoc Development Committee which is comprised of three reps from each faculty. This Committee acts in a consultancy role to the PDC and provides a sounding board for new initiatives which the PDC would like to implement; as well as offering advice for future planning and decision making. **ACTION: To consult termly with the Postdoc Development Committee.** **ACTION: To update the Provost termly about researchers' requirements and outline the plans of how the provisions align with those requirements.** The Provost is keen to meet and interact directly with researchers. These meetings with the Provost will create a forum where early career researchers can address any concerns directly to the Provost and it will be an opportunity for the Provost to share the Colleges vision for early career researchers. **ACTION: Organise events where postdocs and fellows can interact directly with the Provost.** Many of the PDC reps are on their Departments Athena Swan committees and have made key contributions which have resulted in successful awards Each department has a postdoc representative on their Safety Committee. To demonstrate the significant contribution postdocs make towards safety, a new Postdoc Safety Award has been introduced. Initially started by the Faculty of Natural Sciences and the PDC, this award will be rolled out across college during the 2015-16 academic year. **ACTION: To promote the Postdoc Safety Award across the College.**

Imperial College policy and practice	2013 Actions		2015 progress and New Actions
4.5 *Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.*			
The College has a Coaching Academy available to all staff and many postdocs have taken the opportunity to have professional coaching. In addition, a number of postdocs have undertaken the training and are themselves now qualified coaches' available to support other postdocs. Mentoring is provided by the PDC who can undertake the mentoring themselves or they act as a matching service and are able to identify mentors from both academic and professional staff.	Establish a mentor database and identify possible mentors		The College has not established a college wide database due to departments wishing to establish internal, department specific mentoring networks. The PDC have been asked to act as consultants by several departments for these initiatives. Due to the PDC's extensive knowledge of the College, the PDC has been able to pair mentees with mentors on an *ad hoc* basis. The College, through the LDC and the PDC, will continue to offer support and training to any department who wishes to establish a mentoring scheme. The PDC team has one member of staff who is a qualified coach. They are part of the Coaching Academy and can help researchers if needed.

D.   Researchers' Responsibilities

Principle 5
Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
5.1	**Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.**	
Our research aims to create knowledge generally and provide solutions to a broad spectrum of societal and economic issues, including energy, environment, healthcare and security. We address these challenges on three broad levels, which are interdependent (core disciplines, multidisciplinary research, global challenges). Many of our academics are engaged with all three and we will maintain this approach for the foreseeable future.	None	The 2013 approach continues
5.2	**Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole.**	
Researchers are able to join Imperial Consultants (ICON), the UK's leading academic consultancy provider, which connects external organisations to the knowledge and resources at Imperial. This provides researchers with an opportunity to exploit knowledge and gain experience in commercial areas.	None	The 2013 approach continues. To increase the postdoc's engagement with Imperial Consultants, the PDC run a course jointly with ICON entitled – Acting as a Research Consultant.
5.3	**Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge.**	
The challenges faced by the world today are complex and	None	The 2013 approach continues.

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
interrelated, affect the length and quality of life of entire populations, and can be addressed only through the discovery and application of new knowledge, most particularly in science, engineering, medicine and business. Multidisciplinary teams, able to investigate and find solutions to global challenges, can be developed only where world leading research and critical mass in relevant disciplines exist. We combine these attributes to realise the potential of our research findings for the benefit of societies and economies. As part of this, we will maintain core disciplines for their own sake, and also to provide the fundamental elements of multidisciplinary work. We have historically developed the College's research portfolio by encouraging our staff to pursue their own ambitions. Bottom-up science and innovation ensures the continued creation of research ideas, a principle that is evident throughout our organisation, culture and philosophy. For example, our Strategic Investment Fund (SIF) provides resource for, amongst other things, the development of promising emerging areas of research. Proposals are submitted from across the College and considered in light of their academic potential and alignment to the College's overall strategic priorities. Even in times of economic stress, we will continue to invest strategically in research excellence through the SIF and thereby help to support new ideas emerging across the College.		In addition the PDC works closely with the Library to disseminate relevant information. For example the PDC and Library held a joint Pop-up on Open Access.
5.4	**Researchers should also be aware that the skills and achievements required to move on from a research position may not be the same as the skills and achievements which they displayed to reach that position.**	
Researchers are encouraged to refer to the Researcher Development Framework by their departments, the Careers Service, and the PDC for information on researcher skills. The PDC and LDC offer information and advice on Personal Review and Development Plans (PRDP, appraisal).	None	The PDC recognise that researchers need to be aware of alternative career options and the required skill sets they may need to acquire to move in to that alternative career. To inform and explore postdocs career decisions the PDC offer a range of services:

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
Both services provide information on moving on from a research position via online resources, 1:1s and application advice. Careers consultants work closely with academic departments to raise awareness amongst researchers of their responsibilities in managing their careers.		• Pop-up workshops on non-academic careers • Joint courses run by the PDC and Careers Service to highlight the alternative careers that are available. • Postdoc Reps organise and run a series of careers events, where past postdocs come and talk about their careers outside academia. • The Enterprise and Entrepreneurship Project, run jointly between the Graduate School and the PDC, aims to deliver skills training, and promote development opportunities, for PhD Students, Postdocs and Fellows at Imperial in the enterprise and entrepreneurship space. **ACTION: The PDC to publish online tip sheets on how to write a variety of CVs.** See section 3.2 for further information and actions.
5.5 *Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly, they should identify training needs and actively seek out opportunities for learning and development in order to further that career and take personal responsibility for their choices. Research managers and employers also have a responsibility to provide honest advice and appropriate structures, and to equip researchers with the tools to manage their own careers. Research managers should encourage research staff under their supervision to attend appropriate training and career development courses and events*		
See section 5.4	None	The 2013 approach continues
5.6 *Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated throughout the year in discussion with their research manager and mentor, and that they commit themselves fully to all such activities. Researchers are encouraged to record their Personal Development Planning (PDP) and CPD activities, a log of which may be presented to current and future employers as appropriate.*		
See section 2.3, 3.2, 3.3 and 3.5	None	The 2013 approach continues

E.   Diversity and Equality

Principle 6

Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
6.1	*The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion. It also requires public bodies to take positive steps to promote equality, based on evidence and priorities, and to develop specific schemes and action plans related to gender, race and disability to address specific issues of underrepresentation or lack of progression.*	
The College's published equality action plan sets out the steps that will be taken to ensure compliance with the Equality Act 2010 and to address issues of underrepresentation or lack of progress experienced by some groups.	Review progress in relation to equality action plan and in particular the retention of women scientists	In 2014, through an ongoing biannual internal review the equality action plan was updated to the Equalities Objectives which sets out the key priorities till 2016. The Equalities Objectives are wide ranging and comprehensive and address all aspects of equality, diversity and inclusion. **ACTION: To continue the annual review progress of the Equality Objectives.** There is considerable equality-related activity undertaken to address under-representation but the College is acutely aware of female under-representation in research and academic grades. Our commitment and dedication to Athena SWAN is one example of our approach to address this issue. The College has its own Fellowship scheme, the Junior Research Fellowship (JRF) scheme. To encourage females who have been awarded the JRF to stay in academia, the PDC hosts termly JRF Women's Networking Lunches where any issues they may be facing can be discussed. There have been many examples of where women are underrepresented at fellowship level. The PDC recognise that one of the first steps to an independent academic career is obtaining a fellowship. They have carried out a series of women only fellowship briefings to encourage more women to apply for fellowships.

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		ACTION: The PDC will run a survey to identify why women may choose not to apply for fellowships or leave it later than their male counterparts. The PDC will analyse the results and see if there are specific development requirements to encourage more applications. The Springboard Women's Development Programme is an award winning international programme which encourages participants to identify the clear, practical and realistic steps they want to take, and allows them to develop the skills and self-confidence to take those steps. Imperial College has been running Springboard since 2008. It is open to all female staff including Early Career Researchers. **ACTION: To continue to deliver two Springboard Programmes per academic year.**
6.2	*As is the case for society as a whole, UK research will benefit from increasing equality and diversity in the recruitment and retention of researchers. The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.*	
The Recruitment and Selection procedure is underpinned by UK equality legislation and spells out the College's commitment to recruiting the best candidate for the vacancy regardless of their 'protected characteristics'. Managers involved in the recruitment process are required to undertake training to ensure they understand the procedure and relevant legislation. All vacancies are advertised on the College employment webpage that is accessible to all, as well as in specialist publications. The College recommends that interview panels are diverse. Recruitment monitoring and analyse of the workforce is	None	The Academic Diversity Taskforce was set-up to look at diversity in academic recruitment selection and its recommendations have been implemented. The PDC aims to help Early Career Researchers who stay in academia to make the transition from postdoc to PI. They do this through attending Taking Charge of Your Career: Managing Your First Research Group workshop which covers the main management issues that a new PI would face through a series of real life examples, in particular it covers how to recruit, select and retain a new employee. The mock interview service offered by the PDC allows those aspiring to become managers the opportunity to simulate what it is like to be on an interview panel as all panels are made up of the candidates' peers. The mock interviews are conducted like a real interview and so are carried out according to the College Recruitment and Selection procedures.

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undertaken regularly.		
6.3	***It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups. We strongly recommend that all members of the UK research community actively address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately impact on some groups more than others***	
The College actively works to support staff through various avenues, such as department-led initiatives, inspirational talks, guidance, line management relationship (Imperial Expectations), post-doc development team, diversity representatives, human resources, and mentoring relationships.	Review incorporation of Imperial Expectations	All staff are able to join one of the staff equality networks for information sharing and support. Each of the equality networks has an active Executive Sponsor who sits on the Provost's Board and this fosters two-way communication. Since the institution of Imperial Expectations, there has been a comprehensive review and audit of adherence and impact, and this continues.
6.4	***Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the "early career" period may be prolonged, and this may be a time where the risk of attrition from the research path is most acute. Working conditions should allow both female and male researchers to combine family and work, children and career.***	
The College follows the principles outlined in the Athena Swan Charter. Researchers are entitled to the College's generous family friendly provisions which include; maternity, paternity, adoption, surrogacy, flexible working, special leave, childcare vouchers and College nursery. The College funds Elsie Widdowson Fellowships for female academic staff returning to work after maternity or adoption leave to enable them to focus on their research activities. http://www3.imperial.ac.uk/hr/procedures/family/elsiewiddowson	Have representatives from PDC on dept. and faculty SWAN committees to ensure researchers are a major focus of	The College has worked to increase the awareness of the provisions that are available for maternity/paternity and family support. There is a dedicated website, Parent's Network, which contains a wealth of information about initiatives that occur across the College. Highlights include Imperial Parents, workshops on maternity/paternity, a buddy scheme for both pre- and post-maternity leave, as well as a Maternity Mentoring scheme. The PDC participate on a large number of departmental Athena SWAN committees. In addition many of the Athena SWAN committees have postdoc representatives, who are predominantly PDC postdoc reps also. **ACTION: By 2017 have either a postdoc representative and/or a**

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
	activity	**member of the PDC on all departmental Athena SWAN committees**.
6.5	**It is important for employers to respond flexibly to requests for changed work patterns and to resist instant refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently.**	
A large proportion of the College work flexibly and many of these arrangements are agreed informally. The College flexible working policy is open to all members of staff. • Each request is considered and dependant on what is requested, the individual may have their request fully agreed or an alternative approach offered. • Any decision not to support a request must be based on a business reason and the individual has the right to appeal against the decision.	None	Since 2014, all Imperial College staff have the right to request flexible working arrangements under new legislation. The updated flexible working policy can be found here.
6.6	**Funders should continue to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity leave.**	
The College centrally funds maternity, paternity, surrogacy and adoption leave for all eligible members of staff.	None	The RCUK have issued a set of guiding principles for HEIs to follow and Imperial has encouraged departments to follow these essential guidelines
6.7	**Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages. Diversity should be reflected on selection and evaluation committees. What is representative will vary according to the nature of the institution and the academic research subject, but institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below.**	
The College regularly reviews its recruitment, selection and promotion practices as well as development programmes to support the achievement of a diverse workforce at every level.	None	The College Council and Provost's Board continue to review the College's representation figures annually and, as a result, endorse recommendations

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The College also has a number of dedicated committees focusing on female academics, BME, sexual orientation etc. that propose and input into how the College can achieve and maintain a diverse workforce at all levels. The College also has a number of networks such as Imperial As One and Imperial 600 that research staff are able to join.		for continuing actions and positive action development activity to address under-representation at all levels and staff categories. The College has set up a new network called Able@Imperial which is open to all disabled staff, staff who support disabled dependents, and staff who have an interest in disability in the workplace. All provisions are monitored by the Equality and Diversity Committee on an annual basis **ACTION: E&DU to continue to monitor the progress made by the Equality and Diversity Committee**
6.8 *Account should also be taken of the personal circumstances of groups of researchers. Examples would include researchers who have responsibility for young children or adult dependants, researchers for whom English is not a first language, older or younger researchers, or researchers with disabilities and long-term health issues. Employers and funders should change policies or practices that directly or indirectly disadvantage such groups.*		
All new and revised policies are shared with relevant stakeholder and diversity group representatives for input. Before negotiations take place with the recognised Trade Unions The implementation of HR policies is analysed annually to understand their impact on staff with protected characteristics, hours of work and contract type and to establish if any changes need to be made to the policies or improved communication or training of managers and staff.	None	The 2013 approach continues
6.9 *All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties.*		
The College's harassment policy makes it clear bullying, harassment and victimisation will not be tolerated. Members of	None	The College continues to review its suite of policies and procedures in order to instil a 'respect for others' culture. This includes working with specific

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
staff and managers are encouraged to attend a range of diversity courses including specific harassment courses. Members of staff subject to such behaviour have the following options open to them: • Discuss their concerns informally and confidentially with a Harassment Support Contact, Trade Union representative or Human Resources. • Raise a formal grievance • Request mediation if the member of staff' whose behaviour they are concerned with will participate		departments as a result of the 2014 staff survey results; the re-launch of the Harassment Support Contact scheme; and revisions to policies and guidance.
6.10 *Employers should also consider participation in schemes such as the Athena SWAN Charter, the Juno Project and other initiatives aimed at promoting diversity in research careers.*		
The College participates in Athena SWAN, Juno and the Two Ticks schemes.	None	The College holds a Silver institutional Athena SWAN award and we have 13 departments with Athena SWAN awards, ranging from Bronze to Gold. Chemistry was the first to receive an Athena SWAN Gold award in 2014. Every department within the College has started their SWAN journey. **ACTION: The College to continue to promote the Athena SWAN award across the College. For all departments to achieve a Bronze or higher award by 2017.** The Department of Physics continues to engage with the Institute of Physics' Juno code of practice and currently holds the Juno Championship status. Two Ticks, a symbol on adverts to show that we encourage applications from disabled people, has been reviewed annually and the College have been reaccredited.

F.   Implementation and Review

Principle 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.

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
7.1 *The implementation of the Concordat's principles will lead to greater integration of researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.*		
The Postdoc Development Advisory Committee chaired by the Pro-Rector for Research with membership of senior academic staff, postdoc representatives from each faculty (9 representatives) and members of the PDC is the central College committee to ensure the College follows the principles of the Concordat. PDAC meets three times a year and is a forum for discussion on matters relevant for postdocs and to review progress on our activities. Each department has at least 1 postdoc representative and most departments invite the postdoc representative to be a full member of the department staff meetings.	Ensure PDC provides updates to PDAC in relation to the Concordat	The PDC receives termly feedback from their Reps Network and Postdoc Development Committee. Annually the PDC distributes an online questionnaire which is completed by each Rep. As stated earlier, the role of PDAC has evolved and been replaced with the Postdoc Development Committee who meet termly with the PDC. The Head of the PDC, who chairs the Postdoc Development Committee, meets termly with the Provost to discuss any issues raised. **ACTION: To undertake an annual focus group with the Postdoc Development Committee to review how Imperial is implementing the Concordat's principles and for the minutes from this meeting to be shared and discussed with the Provost.**
7.2 *The signatories agree:* *a. to constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation of the funders and sector bodies including the Professional Institutions. This group will inform the UK Research Base Funders" Forum of progress.* *b. to procure an independent benchmarking study to assess the state of the sector at the launch of this Concordat.* *c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report.* *d. to draw up an implementation plan for the Concordat, to ensure a coherent and sustained approach by organisations operating in the sector and the appropriate use of survey and monitoring tools such as the Careers in Research Online Survey (CROS).* *e. to undertake and publish a major review of the implementation of the Concordat after three years reporting to the signatories and taking account*		

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
of progress against the benchmark report and the views of researchers and employers (both outside and within the HE sector).		
The College has a steering group- PDAC with appropriate representation from across the College. In 2011, the College ran a cross-College staff satisfaction survey which included researchers. During the 2011-12 academic year, meetings were held with all heads of department to discuss the results of the survey. The College aims to run the survey again in 2013.	PDAC will discuss whether the staff survey covers all elements of CROS and PIRLS with a view to deciding whether to undertake CROS and PILS in addition to the College survey	In 2014 Imperial staff were given the opportunity to undertake the biannual staff survey. Through evaluating the questions that were asked in the survey, it was decided that CROS and PILS were not needed in addition to the survey that was performed. Analyses of the results are ongoing and each department is in the process of evaluating their results. To support departments, the PDC will work closely to address any issues raised by researchers from the survey results. The PDC will offer bespoke events which meet the needs of departments as a result of the survey results.
7.3	*The signatory funders will ensure that their terms and conditions of, for example, project grants include the expectation that the Research Organisations that they fund will adopt the principles of the revised Concordat.*	
The College has been committed to the principles of the concordat and the recommendation in the Roberts review since their publication.	The revised concordat will be incorporated into our activities to ensure appropriate compliance.	The College continues to show its commitment to the concordat and the recommendations in the Roberts review. To show this commitment to developing researchers, the College has now fully integrated the PDC into its provision of support by core funding the centre since 2014.

2013 Imperial College policy and practice	2013 Action	2015 Progress and New Actions
7.4 *The signatories recognise the value of innovation in practices and of sharing practice between institutions and aim to promote these throughout the implementation and review process. The funding signatories will consider aligning their support for transferable and career development skills. It is expected that Vitae, the national programme dedicated to realising the potential of researchers, funded by the Research Councils, will play a major role in innovating, sharing practice and enhancing the capability of the sector to implement aspects of the Concordat, as well as establishing strategic partnerships between funders.*		
Departments, the Careers Advisory Service and the Postdoc Development Centre are committed to developing researchers' transferable skills and complying with the Concordat. The services provided within Imperial through these departments are a result of consulting directly with the concordat and in reference to Imperial's strategy. See section 3.2	PDC in discussion with Vitae to run a residential programme for postdocs outside Imperial to share good practice.	Since this document was created, Vitae priorities have been adjusted to suit a new funding model and an inter-institutional residential programme was not feasible. To foster communication and the sharing of best practice, Imperial is part of a large variety of research developer networks where best practice can be shared. Examples include • FOREST – London based network • SERD – South East Researcher Developer Network • IUECR – a national consortium The PDC also share best practice internationally via consultancy roles and have been invited to give talks and support sessions across the world (including Ireland, Italy, Netherlands and Singapore). The PDC works closely with other HEIs to deliver relevant training courses. In the last two years the PDC has co delivered a joint careers event with the ICR. The PDC also allows researchers from other universities to attend their courses. **ACTION: The PDC to continue to share best practice with other HEIs through networks and joint initiatives**
7.5 *Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the co-ordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the Concordat, significant emphasis will be placed on the use of existing data and information sources and on the sharing of good practice between institutions and to provide evidence of its impact.*		

2013 Imperial College policy and practice	2013 Action		2015 Progress and New Actions
The College's equality and diversity unit are responsible for collating and monitoring all equalities data which includes researchers.		Sharing of data and knowledge between the Equalities Unit and PDC to ensure data is robust and activities are co-ordinated.	The sharing of data and knowledge continues to take place between the Equalities Unit and PDC on a monthly basis. This includes regularly sharing data via the SWAN coordinator. **ACTION: The PDC to continue sharing knowledge with the E&DU**

Abbreviations

ADC	Academic Development Centre
E&DU	Equality & Diversity Unit
HEA	Higher Education Academy
HR	Human resources
ICON	Imperial Consultants
LDC	Learning & Development Centre
PDAC	Postdoc Development Advisory
PDC	Postdoc Development Centre
PI	Principle Investigator
PRDP	Personal Review and Development Plan
RDF	Researcher Development Framework
Reps	Representatives
STAR Framework	Supporting Teaching Accreditation and Recognition Framework