

Imperial College London

Exhibition Road, South Kensington, London SW7 2AZ

Concordat to Support the Career Development of Research Staff

European Commission HR Excellence in Research Badge

Imperial College London has a significant number of research staff and fellows (approximately 2000). The College is the only university in the UK which has a dedicated centre for the support and development of research staff- the Postdoc Development Centre (PDC). The PDC was launched in January 2009 as a result of the recommendations in the Roberts review and the subsequent Concordat to Support the Career Development of Research Staff. As such, the College has been able to ensure that all researchers have a comprehensive programme of training and development available to them and included in their contracts the recommendation of a 10 days allowance for their professional and career development. No other staff group has this in their contracts.

The gap analysis has been undertaken by HR and the PDC in consultation with postdocs and PIs. The PDC co-ordinates a postdoc reps network which has 2 representatives from each department. The reps meet termly with the PDC and have been consulted throughout the production of the gap analysis and action plan.

Imperial has dedicated significant resources through HR and the PDC to support the principles of the Concordat. The following document demonstrates that the College provides a very comprehensive and inclusive programme of support for postdocs, all policies and procedures are relevant for postdocs as well as all other staff groups and the postdoc reps network guarantees that any new initiatives are widely consulted with the postdocs at the College. We have identified a number of actions and reviews to ensure that the provision remains excellent and in particular will aim to incorporate the Researcher Development Framework within the work of the PDC. In consultation with the postdoc reps network, we will undertake an exercise to match the support and development programmes we provide with the Researcher Development Framework.

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	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
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.	<p>Attracting, developing, rewarding and retaining researchers of the highest calibre from diverse backgrounds is a key part of the College's strategy.</p> <ul style="list-style-type: none"> • 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		
1.2	<p>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.</p> <p>Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.</p>	<p>The College's commitment to equality of opportunity requires a consistent and transparent approach to recruitment and selection.</p> <ul style="list-style-type: none"> • 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 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 departmental responsibility to ensure all short listing and interview panels are made up of members who have received training in recruitment and selection. 	None		
1.3	Research posts should only be advertised as a fixed-term post where there is a recorded and	The College fully complies with the Fixed Term (Prevention of Less Favourable Treatment) Regulations 2002, and the ACAS Code of Practice 2009.	None		

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	justifiable reason.	<ul style="list-style-type: none"> 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. 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.	<p>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</p> <ul style="list-style-type: none"> The College recommend 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		
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 organisation.	<ul style="list-style-type: none"> All College job descriptions are evaluated using Hay methodology. Researchers are employed on appropriate College salary scale, and salary progression and increments operate in the same way as 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		

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	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
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.	<p>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.</p> <ul style="list-style-type: none"> • 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 probationary period. 	None		
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 (JNCNES) guidance on the use	<p>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 (JNCNES) guidance.</p> <p>As stated in 1.3 managers are able to access guidance on contract use.</p>	None		

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	of fixed-term contracts will provide benefits for researchers, research managers, and their organisations.				
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.	<p>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.</p> <p>The College runs specific courses to support PIs and new research group leaders e.g. Managing your first research group.</p> <p>The College has also developed a set of management expectations i.e. Imperial Expectations which all managers are expected to follow.</p>	None		
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	<p>The College aims to redeploy staff at risk of redundancy where possible. The College process consists of the following:</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Those at risk are placed onto the College's redeployment register and 	None		

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	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.	<p>advised to register for internal job alerts.</p> <ul style="list-style-type: none"> ○ HR teams review the register and inform staff of any suitable vacancies. ○ At risk staff are given priority over other internal and external applicants. ○ 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. ○ Career guidance is available through the careers service, learning and development centre and post-doc development centre. <p>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.</p>			
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.	<p>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.</p> <p>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.</p>	None		
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	<p>The College is committed to developing and providing career opportunities for all staff and have implemented the following processes:</p> <ul style="list-style-type: none"> • New positions are advertised on the Colleges’ 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. 	None		

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frameworks for early stage researchers are outlined in organisational HR strategies.	<p>The criteria and application process is published on the HR webpage.</p> <ul style="list-style-type: none"> 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. 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.

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3.1	<p>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.</p>	<p>Vacancies and Employer Information can be found on the Careers Advisory Service webpages.</p> <p>The service provides information on occupations and employers through the Careers Library and online via JobsLive. There is additional advice in the 'Doing your research, researching companies' section of these webpages.</p> <p>See 3.2 and 3.3 below for details of career development provision available to researchers at Imperial.</p>	None	
3.2	<p>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</p>	<p>The Careers Advisory Service has dedicated pages for research staff. It provides:</p> <ul style="list-style-type: none"> • Confidential one-to-ones • Practice interviews • Courses • Careers events <p>The PDC at Imperial College is the only centre in the UK that offers support and advice specifically for Postdoctoral researchers.</p>	None	

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	supports a broad-minded approach to researcher careers and that all career paths are valued equally.	<p>The centre offers :</p> <ul style="list-style-type: none"> • one-to-ones • mentoring • mock interviews • development courses aimed specifically for postdocs. 			
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.	<p>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.</p> <p>Courses include:</p> <ul style="list-style-type: none"> • 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 depart' and faculty. Analysis of take up and target dept' with low numbers of attendees	PDC	Quarterly reports to start from Sept 2012.
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	See section 3.2	None		

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	offering training and placements to broaden awareness of other fields and sectors.				
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.	<p>The PDC provides a range of workshops aimed at helping researchers plan their careers. They include:</p> <ul style="list-style-type: none"> • 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? <p>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</p>	Annual review of courses to ensure courses are in line with new initiatives and directives	PDC and the Postdoc Development Advisory Committee (PDAC)	Annually at the end of the academic year
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.	<p>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.</p> <p>There is also guidance offered in the 'Support and development for postdocs' booklet offered by the PDC.</p> <p>Details of the College's probationary procedures can also be found on the website.</p>	None		

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3.7	<p>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.</p>	<p>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.</p> <p>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</p>	Fully embed Research Development Framework	PDC	December 2012
3.8	<p>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.</p>	<p>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.</p> <p>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 against real destination data</p>	None		
3.9	<p>Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity,</p>	<p>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</p>	None		

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<p>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.</p>	<p>to undertake training and development which specifically matches their needs and in consultation with their PIs.</p>			

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	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
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.	<p>The HR Strategy requires all members of staff to have access to a PRDP (Personal Review and Development Plan). This process is designed to:</p> <ul style="list-style-type: none"> • 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'	PDC and LDC	Included in to the directory of courses for 2012-13
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		
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 eg Physics.			
4.4	Employers and researchers can often	The PDC has an advisory committee - the Postdoc	PDAC set	PDC	Dates set. Review at

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	benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees.	Development Advisory Committee (PDAC), which is chaired by the Pro-Rector for Research and has membership of senior academic staff, 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.	up and dates set for one meeting per term for the academic year 2012-13		end of year on effectiveness of committee and its members
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 <u>coaching</u> . 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	PDC with support and advice from PDAC	During academic year 2012-13

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	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
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	
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 , 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	
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 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	None	

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	<p>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.</p> <p>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.</p>			
5.4	<p>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.</p>	<p>Researchers are encouraged to refer to the Researcher Development Framework by their departments, the Careers Advisory Service, and the PDC for information on researcher skills. The PDC offers information and advice on Personal Review and Development Plans (PRDP, appraisal).</p> <p>Both services provide information on moving on from a research position via online resources, 1:1s and application advice.</p>	None	

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		Careers advisors work closely with academic departments to raise awareness amongst researchers of their responsibilities in managing their careers.			
5.5	<p>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.</p>	See section 5.4	None		
5.6	<p>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.</p>	See section 2.3, 3.2, 3.3 and 3.5	None		

E. Diversity and Equality

Principle 6

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

	Concordat	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
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	HR, equalities and PDC	Ongoing, review end of academic year 2012-13
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.	<p>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'.</p> <p>Managers involved in the recruitment process are required to undertake training to ensure they understand the procedure and relevant legislation.</p> <p>All vacancies are advertised on the College employment webpage that is accessible to all, as well as in specialist publications.</p> <p>The College recommends that interview panels are diverse.</p> <p>Recruitment monitoring and analyse of the workforce is undertaken regularly.</p>	None		
6.3	It should be emphasised that the	The College actively works to support staff through various	Review	LDC, HR	Ongoing, end of

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	<p>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</p>	<p>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.</p>	<p>understanding of and incorporation of Imperial Expectations</p>	<p>academic year 2012-13</p>
6.4	<p>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.</p>	<p>The College follows the principles outlined in the Athena Swan Charter.</p> <p>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.</p> <p>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.</p> <p>http://www3.imperial.ac.uk/hr/procedures/family/elsiewiddowson</p>	<p>Have representatives from PDC on dept and faculty SWAN committees to ensure researchers are a major focus of activity</p>	<p>PDC</p> <p>Ongoing, review end of academic year 2012-13</p>

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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.	<p>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.</p> <ul style="list-style-type: none"> • 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		
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		
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	<p>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.</p> <p>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.</p> <p>The College also has a number of networks such as Imperial As One and Imperial 600 that research staff are able to join.</p>	None		

Concordat	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
	a particular group to any given level should reflect the percentage in the available pool at the level immediately below.			
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.	<p>All new and revised policies are shared with relevant stakeholder and diversity group representatives for input. Before negotiations take place with the recognised Trades Unions.</p> <p>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.</p>	None	
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.	<p>The College's harassment policy makes it clear bullying, harassment and victimisation will not be tolerated. Members of 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:</p> <ul style="list-style-type: none"> • 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 	None	
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	The College participates in Athena SWAN , Juno and the Two Ticks schemes.	None	

Imperial College Concordat Implementation Action Plan

Concordat	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
research careers.				

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	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review	
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	PDC	Ongoing, review end of academic year 2012-13
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	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	PDAC, PDC and HR	Ongoing, review end of academic year 2012-13

	Concordat	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
	<p>of the sector at the launch of this Concordat.</p> <p>c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report.</p> <p>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).</p> <p>e. to undertake and publish a major review of the implementation of the Concordat after three years reporting to the signatories and taking account of progress against the benchmark report and the views of researchers and employers (both outside and within the HE sector).</p>		CROS and PILS in addition to the College survey		
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.	PDC	Ongoing, review end of academic year 2012-13
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	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	PDC in discussion with Vitae to run a residential programme	Vitae and PDC	Christmas 2012

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	Concordat	Imperial College policy and practice	Any Action to be taken	By whom	Progress & Review
	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.	reference to Imperial's strategy. See section 3.2	for postdocs outside Imperial to share good practice.		
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.	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.	Equalities unit, HR and PDC	Ongoing, review end of academic year 2012-13