Goldsmiths
UNIVERSITY OF LONDON

HR Excellence in Research Action Plan 2019-21

This document outlines Goldsmiths' approach to support the career development of researchers at Goldsmiths. The format of our action plan has been reviewed in order to align institutional objectives with the concordat principles.

CONCORDAT PRINCIPLE: A. Recruitment and Selection					
No.	**Concordat Principle / Objective**	**Current provision and ongoing activities**	**SMART Actions**	**Success Measure and Target date**	**Responsible Group(s)**
1	Ensure that all members of the Goldsmiths research community understand that researchers are chosen primarily for their ability to advance research at an institution.	Concordat Implementation Group monitors progress and review code, as required by changes in the Concordat on Management of Research Careers, good practice in the sector, and in response to evidence from researchers, departments. HR includes Code of Practice in new researcher contract packs. For every newly awarded research project, the Code of Practice forms part of the induction pack and is discussed at the Project set up meeting.	• HR continue to include Code of Practice in new researcher contract packs • Research Services to continue to include the code in induction packs to PI of new grants and is a topic in the optional induction sessions.	• Code of Practice included in 100% of researcher contract packs by Jan 2020	HR, Research and Enterprise Committee
2	Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background.	With the exception of named researchers, all vacancies are advertised on the University website, jobs.ac.uk and through other media as required. Goldsmiths launched the e-recruiter system in 2015 - the online platform has standardised stages to be met to improve consistency for applicants. Departments are expected to follow the templates in the national profiles for academic	• Review recruitment policy and guidance to ensure recruiting managers follow best practice. • Conduct Equality Analysis of Recruitment procedures and take steps to eliminate barriers faced by applicants from under-represented backgrounds	• Complete review by Jan 2020 • All vacancies to be advertised in line with recruitment policy and procedures by Jan 2020.	Deputy Director HR OD & Equality Manager (HR)

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		roles, and recruiting managers are offered training in developing JDs and Person Specifications containing clear and relevant criteria. All job adverts contain a statement about our commitment to equality and diversity and contain 'badges' relating to our Stonewall membership and Disability Confident. Goldsmiths apply a guaranteed interview scheme for disabled applicants who meet the essential criteria. Guidance is available on our intranet setting out how to arrange reasonable adjustments for disabled staff.	• Launch 'working at Goldsmiths' video on the Goldsmiths Job webpage to encourage applications from applicants from diverse backgrounds.	• Equality Analysis and Action Plan delivered by Dec 2019 • Video launch - July 2019	Comms Team
3	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.	Recruitment and selection training has been delivered to 35 staff in the past 2 years Unconscious bias training workshops have been delivered to 118 staff in the past 2 years, including departmental REF leads and Heads of Department. HR has developed guidance on eliminating unconscious bias in shortlisting and interview which is available on the staff intranet.	• Introduce mandatory recruitment training for recruitment panel chairs • Review recruitment training to ensure it provides clear guidance on mitigating bias and promoting equality within recruitment and selection.	• Deliver recruitment training to all PI and recruitment panel chairs by January 2021 • Refresh and re-launch training programme by Oct 2019	OD&E Manager (HR) OD&E Manager (HR)

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4	Ensure fixed term appointments are only made where there is a recorded and justifiable reason.	The number of fixed-term contracts is monitored by HR to ensure the use of fixed-term contracts are kept to a minimum.	• Include data on FTC in the annual planning dashboard for Heads of Department.	• Heads of Department have reviewed FTC data by Dec 2019	Head of HR Systems
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.	HERA pay structures for grades adopted by Goldsmiths and in use since 2015	• Continue to apply HERA pay structures. • HR to monitor recruitment materials to ensure Research grade descriptors are available and used in all recruitment materials, including contracts.	• Recruiting managers reminded to use research grade descriptors in all recruitment materials and contracts – commence monitoring Dec 2019	Head of HR Systems

CONCORDAT PRINCIPLE: B Recognition and Value					
No.	**Concordat Principle / Objective**	**Current provision and ongoing activities**	**SMART Actions**	**Success Measure and Target date**	**Responsible Group(s)**
6	Ensure that research managers and Principal Investigators are made aware of, and understand their responsibilities for the management of researchers.	PIs and other staff with line management responsibilities have access to training and resources on effective line management, including: • Guidance on PDR, Sickness Absence Management, Equality and Diversity • Management Skills refresher training • Leadership and management	• Promote engagement with the CROS, PIRLS and PRES surveys through targeted communication • Encourage PIs to participate in Goldsmiths' Management Development programmes and ensure these programmes explore	• Increase response rates to 30 – 35% • CROS section on Support for career development confirms more than 50 % of respondents recognise their	Research and Enterprise Committee

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		• Difficult conversations CROS, PIRLS and PRES data informs our developmental initiatives, particularly with regards to research leadership, management and supervision. Participation in the CROS and PIRLS surveys has been low in the recent 2 exercises and the challenge will be to collect data from a representative enough proportion of the constituency. Departmental review findings indicate in-house learning from peers and seniors is highly valued and most departments have mechanisms of support. Research staff are encouraged to take part in Unconscious Bias workshops; two sessions on Unconscious Bias in REF have been delivered to REF Panel members in 2018.	the specific responsibilities of PIs in managing researchers. • Raise awareness of the Concordat to Support the Career Development of Researchers with supervisors (e.g. their role in supporting the career development of PGRs) through supervisor training • Introduce mandatory equality training for all staff	responsibilities for supporting career development of researchers. • Increase take-up of management development programmes by research staff by 50% • Hold 1 workshop professional development themed session for 2019/20 supervisor training provision. Target: 15 attendees.	OD & Equalities Manager Graduate school

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7	Ensure our systems are capable of supporting continuity of employment for researchers, such as funding between grants, other schemes for supporting time between grant funding, or systems for redeploying researchers within organisations where resources allow.	• ECR funding scheme ran successfully for third year with 11 awards made to largely networking activities; • Departmental review findings show that 12/17 departments offer researchers individual support for own projects and to support conference attendance. • Sums range from £1,500-500 automatically for staff; £150 -£500 where PhD students are considered ECRs. Some depts. have an automatic allocation and a competition for further/extra funding. • Other internal funding schemes such as Alumni Fund and Public engagement fund offer opportunities to fund research activity. • Graduate School Fund (GSF) The Graduate School supports the career development of PGRs through the Graduate School Fund (GSF). GSF awards are made three times a year and typically support activities such as conference attendance, events organising, fieldwork visits, and training costs. In 2017/2018, a total of £30,576.39 was awarded to doctoral researchers through the GSF.	• Development of a package to allow students who had successfully completed their PhD at Goldsmith a continuing affiliation with Goldsmiths • Develop an induction programme for ECR staff employed at Goldsmiths.	• By October 2020 100% of those who have completed a PHD to have library card; alumni email address; opportunity to join a mentoring programme; and opportunity to access dedicated internal funding opportunities. • 40% Research applicants are offered longer contracts with the university by June 2021	Pro-Warden Research and Enterprise
8	Pay progression for researchers should be	**Pay progression is in accordance with the Framework Agreement.**	• Publicise models of career progression and develop a	• Publish career progression	Research Service

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	transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. Promotion opportunities should be transparent, effectively communicated and open to all staff.	• Guidance on Academic Promotions is available to all staff via the staff intranet. HR co-ordinate 'Academic Promotions' briefings for staff as well as targeted briefings e.g. for the Women's Leadership Network • Develop a dedicated website to promote academic skills aligned to the RDF with the option to download the career tracker	programme of opportunities to support the stages. • Data on take-up will be used as a measure of success, in addition to data collected by HR for the leadership programmes.	guidance for researchers on dedicated webpage by June 2021 • By June 2020 60% of researchers have undertaken at least five days per annum of developmental events, including conferences, leadership training internal initiatives (CROS).	

CONCORDAT PRINCIPLE / IMPLEMENTATION: Support and Career Development					
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9	Ensure that developmental activities open to researchers include preparation for academic practice.	**'Academic Practice for PhD students and early career researchers'** provides an introduction to academic practice for research students. It focuses on the four central aspects of academic practice: learning and teaching; research, writing and publication; administration; and public	• Continue to promote Academic Practice for PhD students and early career researchers.	• Continue to increase participation year-on-year	Graduate School; TaLiC;

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		impact and engagement. In 2017/18 53 PGR and ECR engaged with this programme. **HEA Fellowship:** Researchers engaged in teaching can also obtain Associate Fellowship, Fellowship or Senior Fellowship from the HEA directly. The Teaching and Learning Innovation Centre run workshops on a regular basis to support research colleagues in their application for HEA Fellowship.			
10	Ensure that all researchers have equal access to the provision of developmental opportunities to allow them to progress in their career and mobility.	**Staff Learning and Development Programme** The learning and development programme is open to all staff and is widely publicised through all-staff communication channels. The programme is delivered primarily during Autumn – Spring based on staff feedback on availability. Staff are encouraged to take part in Goldsmiths leadership programmes and Advance HE leadership programmes. **Targeted development for researchers** The Research Services Intranet page lists internal and external workshops along with resources from external events and conferences, examples of these include: • Impact workshops for ECR • Intellectual property • Nvivo training	• Deliver a tailored academic and researcher development programme which will include a suite of research funding clinics, research proposal surgeries, workshops, sector related events and regulatory compliance to ensure the research community is able to take advantage of additional training and are kept abreast of changing requirements within the research landscape. • A dedicated Researcher Development webpage, Comms and the research newsletter will assist with promoting development offerings. It is hoped this will increase	• By June 2020 60% of researchers have undertaken at least five days per annum of developmental events, including conferences, leadership training internal initiatives (CROS). • Increase number of visits to webpage by 30%	Research Service TaLiC, HR, Graduate Centre

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		• Links to resources from external briefings e.g. Taylor and Francis 'How to get your article published' • **Research Methods Training for PGR** The Core Qualitative Research Methods module provides an interdisciplinary introduction to qualitative traditions of social research. In 2018/19 30 PGRs engaged with the module. Of those, 16 completed the (optional) assessment and all of them passed. The Core Quantitative Research Methods module is designed to help researchers to understand and gain skills in quantitative research, whether it is encountered in literature reviews or elsewhere in the doctoral journey. Those attending this course receive an introduction with three possible exit points, each providing progressively more knowledge and understanding. This built-in flexibility is designed to empower PGRs to tailor the learning experience to suit their training and development needs. 2017/18 14 PGRs engaged with the module. (2018/19 statistics are unavailable as the course is still ongoing).	engagement from a broader range of academic staff.		
11	Employers and researchers can often benefit if researchers have an input into policy and practice through	**Representation on Committees** All researchers are given the opportunity to access virtual or person-to -person groups to	Develop virtual forum to facilitate institutional awareness of needs and concerns of our ECRs supported by formal and informal discussions.	• Launch virtual forum on the VLE by June 2020	*RS, Departments,*

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	appropriate representation at staff meetings and on organisation or management committees.	articulate concerns and feed through to the appropriate College Committee. The Research & Enterprise Committee includes a range of staff, including two representatives from the ECR community are members of the ECR Working Group chaired by the Pro Warden for R&E.	REC to: • Clarify institutional responsibilities regarding students who have recently successfully completed their doctorate, post-doctoral fellows, academic staff at the start of their academic career; and staff on Research only contract; • Clarify what institutional support (e.g. mentoring) might be needed for ECR staff	• REC to implement recommendations by July 2020	Research and Enterprise Committee
12	All researchers are offered opportunities for inductions at local (project, departmental) and university-wide level.	All Goldsmiths staff are invited to attend the New Staff Introduction, which includes presentations and discussion about Goldsmiths' Research and Enterprise strategy and research themes. The PI induction at new grant in both documentation and optional induction meeting is well established. Departments allocate new staff to mentors; regular staff meetings and opportunity to meet staff in research clusters and at staff meetings. Departmental review findings indicate in-house learning from peers and seniors is highly valued and most departments have mechanisms of support. 14 out of 17 departments assign mentor	• Develop an ECR induction programme using an institutionally accepted inclusive definition of ECR. • Induction processes will be defined and presented as a set of guidelines for departments, which will include "fair" workload models incorporating ring-fenced research time. • The VLE page will contain a variety of materials.	Increase % of survey respondents stating that they attend departmental inductions and Warden's Welcome – target 75% by June 2020.	Research and Enterprise Committee, HR, Departments, PI

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		to new appointees, 5 departments have one-to-one meeting with department director of research with researcher. The Graduate School runs biannual induction events for new PGRs. These induction events include a strong emphasis on the PhD as a professional development opportunity. In 2017/2018, induction attendees were introduced to the Vitae Researcher Development Framework (RDF). Induction packs include RDF postcards and Vitae researcher booklets. In 2017/2018 around 70 PGRs engaged with induction activities.			
13	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	Researcher Development site on staff intranet (Goldmine) since September 2015 is regularly updated with resources (downloads, links to external sites, announcements) for researchers.	• Continue to provide links to resources and events taking place at other institutions	• Ensure intranet page is updated on a monthly basis • Increase number of visits to webpage by 30%	Research Services
14	Employers should introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is	All staff have an entitlement to PDR however survey responses indicate around 40% of staff engage with PDR on an annual basis.	• Promote the Goldsmiths PDR process to researchers, PIs and Heads of Department. • Review guidance for staff and managers (including PIs and	• Survey respondents report engaging with PDR (aim to achieve 60% by 2021)	HR

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	important that researchers have access to honest and transparent advice on their prospects for success in their preferred career.		Research managers) on conducting effective PDR. • Conduct annual Learning and Development survey to support evaluation of staff development. • Test online professional development planning (PDP) and progress monitoring tool (Inkpath) October 2019. Roll out to all PGRs in 2020/21 if testing phase is successful* *Contingent on further funding becoming available.	80 students and supervisors engaging with Inkpath by September 2020	Graduate School
15	Articulate 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	PIs and line managers are encouraged to identify opportunities to delegate project management responsibilities to create learning opportunities for their researchers.	• Support Post PHD students in developing their career with small pump-priming grants. Staff employed at Golds on T&R should have access to dept. funds and College funds. • Encourage researchers to apply for funding schemes such as Alumni Fund and Public engagement fund which offer	• Increase the number of PHD students and researchers awarded with pump-priming grants by June 2020 • Increase the number of	Graduate School, Research Services, SPP Graduate School, Research Services, SPP

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	other researchers and students.		opportunities to fund research activity. • Develop case studies of ECRs' career development with the aim of identifying pathways to success in Goldsmiths	researchers applying for the Alumni Fund and Public Engagement fund by June 2020 • Publish 5 case studies by Dec 2020.	Research Services, Comms
16	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.	HR developed a Researcher Mentoring Scheme in 2017/18 but take up was low (less than 5). Departmental reviews found the majority of departments offer informal mentoring. Staff participating in Aurora and Diversifying Leadership are offered mentors.	• Establish Community of Practice / Forum for staff to share approaches to mentoring and promote best practice. • Develop guidance on mentoring and promote to academic departments. • Explore the development of targeted mentoring programme for ECR	• Community of Practice to be launched by October 2019. • Launch mentoring guidance by December 2019. • REC to report on findings of review relating to ECR	HR, Research and Enterprise Committee, Depts

CONCORDAT PRINCIPLE / IMPLEMENTATION: Researchers' Responsibilities					
No.	**Concordat Principle / Objective**	**Current provision**	**SMART Actions**	**Success Measure and Target Date**	**Responsible Group(s)**
17	Promote awareness of researcher's responsibilities to conduct research in an honest and ethical manner, to contribute to the wider body of knowledge, and develop increased capacity for independent, honest and critical thought throughout their careers.	Goldsmiths is committed to promoting ethical practice in research. Goldsmiths subscribes to the UK Research Integrity Office. Research Integrity Annual Report on compliance submitted to UKRIOS and published on our institutional website. Research Service runs training sessions in ethics/integrity as part of their standard training sessions. Preparations for REF2021 are underway. Each department has undertaken internal and external peer review of outputs from all T&R staff at 0.2 FTE and above. Statistics provided by the GRO team assisted with the review reported to the REF Strategy Group meeting on 15th February. The PWRE and REF Manager have concluded meetings with each department to feedback and discuss the outcomes of their reviews as part of our of outputs.	Continue to embed consideration of researcher's responsibilities for ethical practice throughout all of our activities, workshops and training. Increase training provision in the area of Research Ethics	Monitor via Research and Ethics committee Organise 2x workshops on Research Ethics for 2019/20 (1 induction session +1 seminar). Target: 60 attendees.	Research Services, HR, Research and Enterprise Committee Graduate School
18	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	Researchers are encouraged to develop their own independent profiles (presences) both internally and externally and using social media tools to develop online profile and develop expertise/networking by volunteering to sit on committees/working groups; additionally, involving	• Include briefings on social media/online presence as part of Researcher Development programme • Launch Researcher Development Programme including appropriate workshops to equip researchers with the tools and	By June 2020 more than 80% of researchers have developed a web/social media presence. • Increase engagement with research	REC/Library/Research Services /Comms/Departments

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	organisation, as well as the wider society and economy as a whole.	themselves in public engagement activities or teaching short course modules. The staff intranet contains guidance on public engagement, consultancy, enterprise.	knowledge to enhance personal research profiles. • Departments to encourage researchers to participate in committees and working groups (internal and external) as well as being involved in dissemination and public engagement events is recognised as contributing to fit to promotion. • REC will commission the development/ enhancement of Departmental Research & Enterprise Strategies are reviewed for their performance in supporting the careers of ECRs as part of demonstrating a supportive research environment.	programme by 50% by June 2021. • Departmental Research Strategies are submitted to the Research & Enterprise Committee.	
19	Enable researchers who have left Goldsmiths to have an ongoing relationship with the university in	All staff/students can request @alumni.gold.ac.uk email address on leaving and input of research	• Ensure that researchers who have left Goldsmiths can continue to upload material to Goldsmiths Research Online	• Data on outputs from GRO team demonstrates	RS/IT/ Library

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	disseminating the results of research (particularly when having the role of corresponding author for a paper) and remaining part of our research community.	material to GRO. Current alumni have 3 years access to library facilities and careers service.	[GRO] using this email address.	continued access by researchers.	
20	Maximise recording of research outputs produced by Goldsmiths' researchers in the document and data repositories.	Researchers upload their work onto Goldsmiths' repository: Goldsmiths Research Online (GRO) as standard practice. Uploads to GRO are reported to REC meetings termly and monitored	• Continue to monitor through REC	• REC to receive update report by June 2020	Research and Enterprise Committee
212	Researchers should 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.	The Goldsmiths Learning and Development programme is open to researchers, providing opportunities to develop skills in relation to management and leadership, IT, personal effectiveness and equality and diversity. All researcher specific training is aligned to the VITAE Research Development Framework. This approach is to aid awareness of how each event enables the upskilling across the four RDF domains: Intellectual abilities, research Governance and Organisation, Techniques and Personal Effectiveness.	• HR and RO to collaborate in developing L&D activities which support diverse skills for staff exploring a career outside of research. • Publicise courses via Learning and Development emails and through Departments and mentors. In addition, aspects of the broader Researcher development Programme may help ECRs identify areas where additional training might enhance their skills.	• Increase Researcher take-up of Management Development programmes by 60% between 2019 and 2020. • Departments evidence that 80% of early career researchers employed at Goldsmiths have received access to mentorship.	OD & Equalities Manager (HR) Research Services

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No.	**Concordat Principle / Objective**	**Current provision**	**SMART Actions**	**Success Measure and Target Date**	**Responsible Group(s)**
22	Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. 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.	All staff receive regular communications outlining development opportunities and events are publicised through staff news (online) and a monthly newsletter. Research staff are updated on development opportunities through a monthly email. Research managers have access to guidance, resources and training relating to the development of their staff.	• Encourage Researchers to identify training needs and actively seek out opportunities for learning and development in order to further their career and take personal responsibility for their choices. • Promote a suite of 'Essential skills for Mangers' training, including briefings for Research Managers on PDR and best practice approaches to developing research staff.	• At least 50% of ECRs employed at Goldsmiths have taken up the PDR by 2019/20, increasing to 60% in 2020/21 • Increase Researcher take-up of Management Development programmes by 60% between 2019 and 2020.	HR/REC/Departments
23	Researchers should ensure that their career development requirements and activities are regularly monitored and evaluated throughout the year in discussion with their research manager and mentor. Researchers are encouraged to record their	All staff have an entitlement to PDR however survey responses indicate around 40% of staff engage with PDR on an annual basis.	• Promote the Goldsmiths PDR process to researchers. • Review guidance for staff and managers on conducting effective PDR. • Embed discussions of personal ownership / agency within	• CROS PIRLS and Athena Swan respondents report engaging with PDR (aim to achieve 60% by 2021) • Researcher development programmes include discussion	Research Services HR

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	Personal Development Planning (PDP) and CPD activities, a log of which may be presented to current and future employers as appropriate.		Researcher Development Programmes	of PDR and objective setting.	
24	Ensure that as many researchers as possible are able to participate alongside their colleagues in university meetings where decisions are made.	Researchers are involved in key committees including REC and groups such as Concordat Implementation Group and the Early Career Researchers Group. Greater awareness to be raised of the need to hold meetings in a variety of formats and timings to encourage greater participation from researchers.	• Develop guidance on inclusive events / committee planning in order to promote access and inclusion for researchers from diverse backgrounds.	• Guidance published and embedded into committee planning procedures.	OD & Equalities Manager

CONCORDAT PRINCIPLE / IMPLEMENTATION: Equality and Diversity					
No.	**Concordat Principle / Objective**	**Current provision and ongoing activities**	**SMART Actions**	**Success Measure and Target date**	**Responsible Group(s)**
25	Develop specific schemes and action plans related to gender, race and disability to address specific issues of	Goldsmiths Equality, Diversity and Inclusion Strategy sets out our approach to embedding equality and diversity into all of our work, this is reviewed on an annual basis.	• Continue to participate in the Stonewall WEI, Disability Confident and Athena Swan. • Explore feasibility of participating in the Race Equality Chartermark,	• Re-accreditation of Disability Confident Scheme (Oct 2019)	OD & Equalities Manager

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	underrepresentation or lack of progression.	Goldsmiths participates in the Stonewall Workplace Equality Index, Disability Confident Scheme and Athena Swan. These schemes include action plans to address the underrepresentation of particular groups.	or development of institutional race equality action plan.	• Improve ranking in the Stonewall WEI (Oct 2019 and 2020) • Achieve Bronze Athena Swan (Nov 2019) • Development of institutional race equality action plan by March 2020.	
26	Encourage the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.	Encouragement statements are included in recruitment materials alongside a statement outlining our commitment to promoting equality, diversity and inclusion. Recruiting managers are encouraged to participate in unconscious bias training. HR sponsors academic and professional / support staff to participate in the Advance HE 'Diversifying Leadership' and Aurora Schemes, with the aim of supporting the career development of staff from diverse backgrounds.	• Conduct an Equality Analysis of recruitment procedures and of staff development provision to identify barriers facing researchers from diverse backgrounds.	• Equality Analysis completed by October 2019 and action plan delivered by October 2020. • Positive Action schemes launched by March 2020	OD & Equalities Manager

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No.	**Concordat Principle / Objective**	**Current provision and ongoing activities**	**SMART Actions**	**Success Measure and Target date**	**Responsible Group(s)**
27	Actively address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately impact on some groups more than others.	Staff networks (BAME, LGBTQ+ and Womens' Leadership Network) are co-chaired by members of the Goldsmiths research community. These groups are consulted in order to identify barriers facing diverse groups, and to inform initiatives to promote staff diversity.	• Continue to collaborate with staff networks to develop actions to remove barriers to career progression and retention. • Draw on recently published research into the career experiences of BAME academics to inform initiatives to promote race equality.	• Develop action plan that responds to the barriers faced by different groups by March 2020. • Development of institutional race equality action plan by March 2020.	OD & Equalities Manager
28	Ensure that the working conditions for researchers provide the flexibility necessary for successful research, taking into account the needs of researchers with caring responsibilities.	Goldsmiths flexible working policy, 'leave for other reasons policy and guidance on reasonable adjustments aims to support staff to work in a flexible way, accounting for their individual needs and circumstances. "Leave for other reasons" policy sets out opportunities for Study Leave of up to 3 days per annum and the opportunity to take longer, unpaid, periods of leave to undertake career development activities	• Promote the family friendly policies to research staff. • Consult with research staff to identify ways in which to enhance support for staff with caring responsibilities.	• Link from Research Support intranet page to Family Friendly policies – Sep 2019 • Deliver Briefings for researchers by June 2020 • Consult via REC November 2019.	OD & Equalities Manager Research and Enterprise Committee Research Service
29	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	Staff equality data report presented to SMT in February 2019 outlining the under-representation of BAME academics and women in professorial roles. HR will co-ordinate initiatives to identify the barriers encountered by staff in relation to retention	• Develop positive action programmes to address the underrepresentation of BAME academic staff and women in senior academic roles.	• Steps taken to eliminate barriers to career progression – with an aim to increase representation	OD& Equalities Manager

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	basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages.	and progression. An action plan will be developed in collaboration with staff networks (BAME, LGBTQ+ and Womens' Leadership Network).	• Work with the LGBTQ+ staff network to understand the barriers encountered by LGBTQ+ staff in relation to retention and progression.	and staff satisfaction.	
30	Account should also be taken of the personal circumstances of groups of researchers. Employers and funders should change policies or practices that directly or indirectly disadvantage such groups.	Goldsmiths is exploring the feasibility of offering additional funding to cover the costs of childcare / support whilst research staff are attending conferences.	• Results of scoping exercise to be presented to REC for consideration.	• Published clear guidelines by October 2019.	Research Service Deputy Director HR
31	Ensure that clear measures exist through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties	Goldsmiths has a 'zero tolerance' anti-bullying and harassment policy which is regularly communicated to staff via all-staff communication channels.	• Continue to promote awareness of the routes for reporting bullying and harassment through staff news announcements.	• Include in news article once per term	OD and Equalities Manager
32	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.	Goldsmiths submitted its first application for a Bronze Athena Swan award in 2017. While unsuccessful, the feedback primarily reflected the need for more complete data to be available for evaluation and reflection. The Athena Swan Self-Assessment Team (SAT), chaired by the Deputy Warden, is preparing to apply for a bronze award in November 2019.	• Submit Athena Swan Bronze Application • Implement Athena Swan action plan	• Achieve Bronze award Nov 2019 • Monitor delivery through SAT and Human Resources and Equalities Committee	Athena Swan SAT / HR Athena Swan SAT / HR

CONCORDAT PRINCIPLE / IMPLEMENTATION: Management and Implementation					
No.	**Concordat Principle / Objective**	**Current provision and ongoing activities**	**SMART Actions**	**Success Measure and Target date**	**Responsible Group(s)**
33	Ensure successful management of the university's obligations under the Concordat.	The Research & Enterprise Committee closely monitor the Research & Enterprise strategy implementation plan in regards to facilitating the training and development of early career researchers - the Graduate School, Concordat Implementation Group and Research Service provides progress reports detailing support initiatives to REC meetings throughout the year.	• HR to co-ordinate HR Excellence in Research award from January 2019 • Vitae membership confirmed to May 2021.	• Aim to be re-awarded with HR Excellence in 2019 and 2021.	REC/CWG; Graduate School; Coordinator (Research Services/HR)
34	Ensure that the Concordat and its requirements are understood by the research community for whom it has been devised and to better understand the requirements of our own community	Members of the research community participate in REC, and Concordat Implementation Group. Brief internal surveys of researchers' views are run annually with 10-15 tick-box style questions; the information is used in conjunction with information from training sessions, from REC members, and anecdotally to find out concerns of the researcher staff groups.	• REC to promote awareness of the Concordat through regular communications with researchers, and as part of its ongoing work to enhance support for ECR	• Response level above 40% and focus groups number 20-25 people per session. • CROS / PIRLS data indicates awareness of Concordat principles	Research and Enterprise Committee
35	Contribute to the body of evidence of good practice and to celebrate examples of the university's schemes.	The 4-year review panel have recommended in their evaluation that a case study of the public engagement awards or Dr Elizabeth Williams' race and	• REC will submit notes of Goldsmiths' practices to contribute to the Vitae database of practice, the conference and Vitae Policy	Success measure: at least 1 case study submitted to Vitae on an annual basis	Research and Enterprise Committee

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No.	**Concordat Principle / Objective**	**Current provision and ongoing activities**	**SMART Actions**	**Success Measure and Target date**	**Responsible Group(s)**
		the academy event be submitted to Vitae for inclusion as an example of good practice.	forum.		
36	CROS is a valuable local and national indicator of researchers' views of working in the sector and analysis the results of biannual CROS surveys will help refine the action plan to better serve the researcher community.	Our aim was to engage at least 40% of researchers in the CROS and PIRLS. The surveys are promoted through monthly newsletters and in briefings co-ordinated by Research Services, however, response rates continue to be low (20/ 24% responses to CROS and 9/ 21% to PIRLS in 2017). The data is used alongside other data (e.g. findings of departmental review of support for ECR) and consultation with researchers, however, our aim is to continue to promote the survey and increase engagement.	Undertake a targeted communication campaign encouraging researchers to complete the CROS and PIRLS surveys: • Head of Departments and Directors of Research and Enterprise to share survey with their teams • Research Services to send directly to researchers • Provide pamphlets with information about the surveys to PIs as part of Induction materials. • Ask Departments to discuss EDI on their department research committees and access to research careers.	Increase engagement with CROS and PIRLS by 5% each year, aiming to achieve 30-35% response rate by 2021.	Research Services