

HR Excellence in Research Award – Interim Report

This report describes what has been achieved in relation to Goldsmiths' 2012 Concordat Implementation Plan and sets out the new priorities and strategy for the coming two years.

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(1) Background: Research and its Governance at Goldsmiths

Goldsmiths is a small research intensive university with 20 academic departments. The Goldsmiths' 2015 programme (www.gold.ac.uk/strategy/) identifies the importance of sustaining a vibrant and productive research environment, attractive to researchers worldwide with the challenging situation that Goldsmiths is a small multi-faculty university with similar running costs to larger institutions. The implications of this are that investment in good quality services to be developed, provided and maintained needs to be cost-effective, and that thoughtful and creative use of existing resources is required. Researchers are central to our current and future success and while Early Career Researchers (ECRs) are managed according to the same contractual arrangements as other staff employed here, the precariousness of their employment situation is wholeheartedly accepted as a reason for enhanced support structures to be available.

As a proactive response to the external challenges facing HEIs, Goldsmiths has established a new leadership structure (<http://www.gold.ac.uk/whos-who/>) and there has been, and continues to be, development of Professional Services to meet the future needs of the University. The main driver here is enhancement of the student experience and our research is a key feature of the teaching we deliver. *Digital Goldsmiths*, as one example, is a project to upgrade and improve the externally facing website, which includes our research repository GRO (Goldsmiths Research Online) and to create a staff intranet, *Goldmine*, to create a user-friendly information sharing platform that can be searched according to audience needs and interests. The focus of the external website on showcasing the University's unique features and research will also enhance the profile of our research teams to a broader audience. The responsibility for providing support structures is shared formally by the University's management, Professional Services and Departments and Research Centres; researchers themselves often form networks to provide information and support to each other, and these informal peer networks play an important part in the framework of support.

Investment in development and training for all staff, a proportion of which is funded centrally by Staff Development HR, is fully supported by the University's management. Departments are also responsible for staff development and training and, in the case of research career management initiatives, a proportion of funding from grant overheads is used both centrally and in departments for this purpose, assisted by Roberts funding.

Our aim is to provide thoughtfully produced and effective support and development for researchers in conjunction with discipline-specific training and support relationships provided by our academic departments and research centres. The mechanisms of how good practice is shared between the providers is a challenge for the next phase of the action plan.

Governance & Implementation of the Concordat

The University's Senior Management Team (SMT)¹ has our current Pro-Warden for Research & Enterprise, Professor Mark d'Inverno, and the previous Pro-Warden for Research & Enterprise, and now Deputy

¹ <http://www.gold.ac.uk/whos-who/>

Warden, Professor Jane Powell, and the Director of Human Resources², Ms Kath Clarke, as three of its eight members. Formally the SMT sits outside the University's Committee structure³ and its role is to advise the Warden, Mr Patrick Loughrey, on major policy changes in the use of resources at Goldsmiths. The University's Research & Knowledge Transfer Committee and its two sub-committees, Research Ethics & Integrity Sub-Committee and the Graduate School, report to Academic Board and Council. One indicator of the importance of support for researcher development is the fact that in 6 of the 7 meetings in 2013/14, initiatives relating to researcher development were discussed.

The Concordat Implementation Group (CIG) reports directly to the Research & Enterprise Committee [REC] and is responsible for the day-to-day delivery of the Concordat and reporting to Vitae. The membership of the group is based on the roles and responsibilities suggested by Vitae and includes representatives from the Graduate School, Research & Enterprise Office, Careers Service, HR (including Staff Development and Equality & Diversity) as well as colleagues from other Professional Services departments providing staff development, and has been chaired by the Pro-Warden for Research & Enterprise. CIG members Vanessa Freeman and Dr Vicky Williamson developed the Code of Practice between 2010 and 2012, with further work on implementation undertaken by Amy Fancourt; this and the checklists remain the key documents in our delivery of the Concordat.

Departments are responsible for the day-to-day wellbeing of their researchers and much of the implementation of the Code of Practice is undertaken at the line management level. Governance structures in Departments include Management Committees, Departmental Research Committees (or Departmental Research & Enterprise Committees) which meet termly or more frequently (and there are plans for this to be supplemented by Departmental Ethics and Integrity Committees in those departments where research is conducted).

(2) Interim Review

The review was conducted by the Research & Enterprise Office through collation of examples of practice and observations from events/emails in the period July – October 2014. This material has generated a variety of new actions and identified researchers' input into planning and development of actions as a key factor in our future success. Evidence was collected from the following sources:

- Findings from the "Support for Arts and Humanities Researchers Post-PhD" by Kay Renfrew and Professor Howard Green published in September 2014,⁴ in which Goldsmiths' researchers participated;
- Review of other HEIs interim reports (Universities of Central Lancashire, Exeter, Reading and Newcastle) and attendance at HR Excellence reporting session at Vitae Conference (8/9 September);
- Snapshot survey of researchers conducted in August 2014 (16% response rate);
- Professional development day for Research Managers, Principal Investigators and Heads of Department (7 October) where the morning session was spent in a facilitated discussion of the implementation of the Code of Practice (20 attended). A joint series of actions from this and the researchers' meeting on 16 October was produced and added to the action plan for 2015/16;
- Professional development day for Researchers (16 October) where the morning session was spent discussing implementation of the Code of Practice (20 attended);
- Departmental Research Committees sent a short email questionnaire around the current practice of inductions, training, funding offered to early career researchers to develop projects, mentoring and the close of contracts (September/October; 20% response).

² Last November, Council, for the first time, voted the new Director of HR, Kath Clarke onto the Senior Management Team as a full member.

³ <http://www.gold.ac.uk/governance/committees/>

⁴ Report summary and link to full report on AHRC website: <http://www.ahrc.ac.uk/News-and-Events/News/Pages/Support-for-researchers-in-the-Arts-and-Humanities-post-doctorate.aspx>

- Series of meetings with Staff Development Manager, Rody Bristow-Jones, to review material against the actions.
- Report circulated to CIG for review prior to discussion and approval of final submission on 30 October.

Key achievements – 2012-2014

- REC receives regular report of the implementation of the Concordat.
- High profile leadership role of Chair of CIG - held by the Pro-Warden for Research & Enterprise.
- Roll-out of the Code of Practice in University-wide events.
- Development of checklists that show Code of Practice as a series of actions.
- Investment in new role in Research Office, Research Systems & Liaison Officer, to better support research grants management, early career researcher support and communication of ECR activities.
- Investment – membership subscription to *ResearchProfessional*.
- Investment – attendance of members of Research Office at Vitae conference.
- Goldsmiths Staff Development Providers Network – group established by Staff Development HR in (first meeting August 2014) to join up development provisions across the University.
- CROS and PIRLS surveys undertaken in 2013.
- Researchers Group established by Nadine Jarvis – site on Goldsmiths Virtual Learning Environment.
- 74 students enrolled on modules on the Graduate School's PG Certificate in Academic Practice.
- The Research and Enterprise office, with input from colleagues from the Library and Research Finance, ran over 30 events in the period January 2013 to September 2014 on applying for grants, open access and researcher career development.

(2) Next Steps – 2014-2016

The recent AHRC/British Academy survey showed that the Early Career Researchers surveyed regarded “advice with preparing grant applications”, “time to publish”, and “mentorship” as the support most beneficial to their career development. Two further observations that we acknowledge from our own experience: the need to interpret the description “Early Career Researcher” broadly to identify and engage as many of our researchers as possible, and that researchers should take part in the planning stages for implementation of the Concordat. The biggest challenge we face is in encouraging participation and we plan to do this by enhancing representation of researchers in the implementation.

In constructing our action plan for the next review period, we have assumed that good practices developed in the first period, 2012-2014, will continue, and be monitored by CIG, into the new period and are not, therefore, carried forward as specific actions. Where a specific action was not completed, it has been reviewed and, if still relevant, carried forward into the new action plan.

Specific SMART success measures for our new actions have been included in our new *Action Plan: 2014-2016* (page 16).

- Researcher Development Website on new staff intranet, *Goldmine*, to be set-up to allow to develop more detailed and targeted information to our researchers.
- Goldsmiths Staff Development Providers Network, led by Staff Development HR – this group has recently been established to develop links between providers of staff learning and development opportunities within Goldsmiths. Membership includes Finance, Research Office, Careers Service, IT and Information Services, Communications and the Library, and cross-functional or multi-perspective learning and development events will evolve from this.
- Evaluate the researcher development framework and decide whether model is right for Goldsmiths; investigate other models.
- Investment in membership subscriptions to *Vitae*, UK Research Integrity Office, and *ResearchProfessional*.

- HR/Payroll Systems Project – improved Management Information will provide better information on research staff. In Stage 2, the aim is for staff to be able to input their CPD activities themselves, which will allow better collation of information about University-wide take-up.
- Run CROS and PIRLS surveys in 2015 and an annual survey in intervening years to assess changes in performances
- To consider whether an application to Athena SWAN scheme would be feasible for Goldsmiths.
- Recognition of issues relating to researchers doing fieldwork abroad who are unable to participate in opportunities on campus and identifying how issues can be addressed.
- Recognition of issues faced by researchers on projects where subject of research is sensitive or potentially disturbing and identify solutions.
- An annual event hosted by CIG and showcasing early career researchers and part-time researchers with a prize for the best presentation or poster. The audience will be peers and PIs.
- Annual survey of researchers, run by Research Office and reporting to CIG, based on the checklist to identify progress in achieving adherence to code of practice.
- Researchers' Forum – a semi-formal cross-disciplinary group meeting termly for a 2-hours' long session over lunch to discuss matters arising; organised by the Research Office and notes taken to be used as means of recording current concerns (and improvements!)
- Pilot study – Grant induction meetings – development of induction plan for grant-holders at the start of their grants to cover all of the administrative functions involved in the management of the grant; this will include management of researchers and may also include open access.
- Pilot study – support for researchers during research grants - development of a support plan for grant-holders throughout their grants to cover all of the administrative functions involved in the management of the grant.
- Researcher Working Group to report to Research & Enterprise Committee; 3 researchers are making an application to the Deputy Warden who has recently reviewed the committees structure to create a formal group reporting directly to REC.
- Mentoring – better promotion of mentoring within departments through their Departmental Research Committees and by provision of better information.
- Researchers' individual profiles – advising and encouraging researchers to develop their own web profiles on platforms such as Academia.edu (www.academia.edu/), LinkedIn, and/or websites, and to have business cards.
- Researchers encouraged to upload work to Goldsmiths online repository, Goldsmiths Research Online [GRO, research.gold.ac.uk/].

(3) Conclusion

In the next two years Goldsmiths will benefit from the changes in its academic leadership, re-organisation of its Professional Services structure and re-focussed strategic priorities. Our aim is to allow researchers the best possible opportunities to realise their career aims and for the level of support defined in the Code of Practice and Checklists to be embedded practice. [December, 2014]

(3) ACTIONS FROM 2012-2014

Actions are numbered 1-35, any action being developed in next period for review, 2014-2016 will retain its number.

Status of action – P (Practice – now incorporated into practice); C (Completed – one-off action); I (Incomplete, review and some carried into next plan).

Number of actions translated into Practice: 19 (54%)

Number of actions Completed: 4 (11%)

Number of actions Incomplete/Carried Over: 12 (35%)

Acronyms used:

CIG – Concordat Implementation Group

GLEU - Goldsmiths Learning Enhancement Unit (from 2014, Teaching and Learning Innovation Centre, TaLIC)

GRO – Goldsmiths Research Online

HR – Human Resources

REC – Research & Enterprise Committee

REISC – Research Ethics and Integrity Sub-Committee

REO – Research & Enterprise Office

SMT – Senior Management Team

No.	Refers to Concordat principle(s)	Description	Responsible for action	Status of action & evidence	Status of Action: Practice (P) Completed (C) Incomplete (I)
1	1.1	University will closely monitor the implementation of the Research & Enterprise strategy - usually in the autumn meeting of the REC.	Research & Enterprise Committee (REC hereafter)	REC meets 3 x per year. Since Sept 2012, there have been 7 meetings and items pertaining to ECRs have been discussed at 6 meetings (86%; mtgs 21.11.12, REC/7; 8.5.13, REC/9; 2.7.13, REC/10; 20.11.13, RE/11; 14.3.14, REC/12; 5.6.14, REC/13). Minutes are available at: www.gold.ac.uk/committees/minutes/research-minutes/	P

2	1.1, 3.2	University is processing the new Code of Practice across all departments and ensuring that each new member of research staff is aware of its principles. Concordat Implementation Group (CIG hereafter) will monitor progress and review code in their Spring 2013 meeting. (see 3.2)	HR; Internal Comms; CIG.	<p>(1) Launch event for Code of Practice was held in October 2013; 23 research managers attended. Two new professional development days were held in October 2014 for research managers and researchers; the first half of each day will be spent in discussion of the Code of Practice with skills training (e.g. coaching/being coached, mentoring/being mentored) in the second.</p> <p>(2) The HR Excellence Action plan, Code of Practice and checklists were made publicly available on the Research website on 28 August 2012 : http://www.gold.ac.uk/research/researchstaff/</p> <p>(3) CIG met 3 times a year to discuss implementation and address issues as they arise; the meetings are documented and minutes circulated to members of CIG.</p>	P
3	1.2	The University is in the process of reviewing its approach to recruitment and selection to ensure that selection procedures are sufficiently robust and effective in attracting excellence.	HR	HR Operations team issued revised guidelines on recruitment and selection. http://www.gold.ac.uk/hr/resourcing/recruitmentandselection/ .	C
4	1.2	To ensure continuity in research careers, the University will consider developing better information for researchers about research careers and development opportunities, including improving communications regarding the Erasmus programme.	CIG; Institutional coordinator of the ERASMUS programme.	<p>Internal staff vacancies now included in <i>Staff News</i>, an online and email newsletter circulated to all staff on a weekly basis. The website http://www.gold.ac.uk/internaljobs/ allows staff to register for job alerts and apply for internal posts (Goldsmiths log-on is required to access).</p> <p>Information on the Erasmus programme is available to staff at: http://www.gold.ac.uk/erasmus/, and there is a newly created dedicated Erasmus liaison officer, Claire Chalmers, as the first point of contact.</p> <p>The university has an annual subscription to <i>ResearchProfessional</i> that all members of Goldsmiths with a Goldsmiths log-in can access to research funding opportunities and the research environment. A link to Research Professional is available from the Research Office website.</p> <p>Monitoring by CIG and reporting at their 3 mtgs per year.</p>	P

5	1.4, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8, 6.9, 6.10	The University will raise awareness of training and development opportunities in recruitment practice, equality and diversity. Plans are also in place to set up new Equality and Diversity [E&D hereafter] development activities over the coming academic year (2013/2014)	HR; Staff Development; E&D Advisor	<ol style="list-style-type: none"> (1) Last November, Council, for the first time, voted the new Director of HR, Kath Clarke onto the Senior Management Team as a full member. (2) A new E&D Advisor, Anna Spragg, has been appointed (after a gap between postholders) and commenced post in October 2014; her role is to champion equality and diversity and embed good practice across the College. (3) Development opportunities advertised in Staff News and includes recruitment training that has elements of equality and diversity. (4) Staff Development have a website that is regularly updated with training opportunities: http://www.gold.ac.uk/staff-development/ 	I
6	1.3, 2.2	The University will continue to monitor the use of fixed-term contracts for research staff. (See 2.2)	HR	HR Operations team review requests for contracts and advise line managers on the type of contract to be used. Fixed term contracts are not used where a better alternative is possible.	P
7	1.3	The University is currently reviewing how best to articulate the appropriate use of fixed-term contracts in its existing relevant policies in line with the new Code of Practice.	HR	HR Operations team review requests for contracts and advise line managers on the type of contract to be used. Fixed term contracts are not used where a better alternative is possible.	P
8	1.5	The University will strive towards aligning the newly created research staff grade structure and job profiles with the HERA grading structure.	HR; Payroll; CIG	Code of Practice sets out research role titles/thumbnailed descriptions against salary grades. Enterprise office website lists a series of research roles with more information: http://www.gold.ac.uk/enterprise/consultancy-contract-research/staff-and-supplier-contracts/staff_contracts/	C
9	2.1	Continue monitoring the provision of development opportunities for all staff regardless of their being employed on fixed term or permanent contracts.	HR, Goldsmiths Learning Enhancement Unit (GLEU hereafter), http://www.gold.ac.uk/gleu/	Staff Development team keep records of attendance on the event they run. Director of HR and Staff Development Manager work on annual programmes together and respond to changing needs for development activity of University staff at all levels. 2014/15 programme: http://www.gold.ac.uk/staff-development/	P

10	2.1	Staff perception of access to training was 65% against the survey average of 85%; this will be addressed through advertising training opportunities on the Research Office website and promoted via the Staff Development Team and other communications in the university.	Research & Enterprise Office (REO hereafter); Staff Development	Development opportunities are advertised on the Staff Development website, in <i>Staff News</i> , and targeted messages circulated via email and other channels. Most events are open to all staff although some of the events organised by REO have been for specific departments.	P
11	2.1	The Code of Practice is currently being embedded with Goldsmiths' practice as a tool for individual development in research staff. There is a need to ensure that all research managers are aware of their responsibility to offer this meeting. (see also 3.2)	CIG	(1) Launch event for Code of Practice was held in October 2013; 23 research managers attended. Two new professional development days were held in October 2014 for research managers and researchers; the first half of each day will be spent in discussion of the Code of Practice with skills training (e.g. coaching/being coached, mentoring/being mentored) in the second. (2) The HR Excellence Action plan, Code of Practice and Checklists were made publicly available on the Research website on 28 August 2012 : http://www.gold.ac.uk/research/researchstaff/	P
12	2.1, 3.1, 3.3, 3.5, 4.10, 4.13, 5.1	Analyse the results of annual CROS surveys and refine the action plan as necessary. (see also 3.1)	REO; CIG	REO to report CROS results to CIG in 2013; every 2 years thereafter (2015, 2017).	P
13	2.3	The University will monitor and review related programmes to ensure that enhancement of existing practice in relation to researcher career development and supervision is relevant to the needs of researchers. (see also 3.2)	CIG	Reviews based on notes of discussions at professional development days held in October to be presented at CIG mtgs in Autumn 2014. Goldsmiths Staff Development Providers Network will provide an overview of all development opportunities and report to CIG (a number of members attend both groups).	P
14	2.3, 3.6	Further support will be developed and offered to PIs/Research Managers and mentors to establish a good practice baseline across departments and research groups. This includes a series of modules in support of research managers which is currently in the	Staff Development.	The Academic Leadership programme was developed with Staff Development and two further new internal leadership programmes have been developed. The link below is for a page showing the range of development opportunities available. http://www.gold.ac.uk/staff-development/at-a-glancecalendar201415/	P

		development stages within HR. (see also 3.2; 3.6; 3.9)			
15	2.3	The University ran the PIRLS survey with PIs/Research Leaders in late 2011. Data from this survey to be analysed and action plan reviewed in light of findings.	REO;CIG	REO to report PIRLS results to RDG and CIG in 2013; every 2 years thereafter (2015, 2017).	P
16	2.4	The introduction of the Code of Practice will be aligned with a focus on emphasising the responsibilities of research managers in terms of providing adequate provision in terms of advice, and/or bridging funds or extension for researchers at the end of their fixed term contracts. (see also 3.2)	PIs/Research Managers; SMT	The process of embedding the Code of Practice across the University has begun and remains a key action. This action remains problematic as there often isn't the availability of funds to use to bridge gaps between contracts. To make this action feasible, a review of the distribution of overheads from grants may be required and this would be led by SMT.	I
17	2.4	Develop better workforce planning, for the identification and retention of key researchers. HR to look at systems of collecting management information and representation on strategic committees needed to achieve this across all staff in the College.	HR	The Director of Human Resources, as a member of SMT since November 2013, has high level access to the outputs from the Academic Departments' annual planning meetings, where workforce needs and planning are discussed. A new role, Pro-Warden (Interdisciplinary Development) has been created with a strong focus on developing academics in an interdisciplinary context which will help early career researchers build networks relevant to their future employment, especially with regard to EU Funding.	I
18	2.5	Communicate the research career pathway and promotion procedures for researchers to the following groups: researchers, PIs/research managers, HoDs. (see also 3.2)	HR	<ul style="list-style-type: none"> (1) Academic promotion procedures are communicated annually in <i>Staff News</i>. (2) Performance & Development Review – an annual appraisal meeting to discuss career aims with line managers is the key meeting used to discuss progression – guidelines are on HR website: http://www.gold.ac.uk/staff-development/performanceanddevelopmentreview/ (3) Staff Development run info-sessions for managers on using PDRs from time-to-time. 	P

				(4) HR Consultants meet regularly with the Heads of Departments to discuss policy changes and management issues.										
19	2.6	Continue effectively to communicate development opportunities to Researchers, PIs, Department Heads and School Managers. Tools: annual PDRs, internal vacancies website. (see also 3.2)	Staff Development; HR; internal communications.	<p>(1) Performance & Development Review – an annual appraisal meeting to discuss career aims with line managers is the key meeting used to discuss progression – guidelines are on HR website: http://www.gold.ac.uk/staff-development/performanceanddevelopmentreview/</p> <p>(2) Staff Development run info-sessions for managers on using PDRs from time-to-time.</p> <p>(3) HR Consultants meet regularly with the Heads of Departments to discuss policy changes and management issues.</p> <p>(4) Internal jobs website, http://www.gold.ac.uk/internaljobs/, accessible using Goldsmiths log-in lists job vacancies and these posts are also advertised in <i>Staff News</i>.</p>	P									
20	2.6, 3.1, 3.5, 5.6	The University is developing role expectations documentation on a dedicated website, based on Vitae's Researcher Development Framework model, that will embrace the full range of academic career pathways open to researchers and provide access to relevant supportive tools and documents from organisations such as Vitae. (see 3.1)	REO; CIG	<p>The RD Planner was reviewed by Professor Atau Tanaka's research group in Computing (Prof Tanaka is a member of CIG); the planner was not considered appropriate for their needs.</p> <p>Further investigation is needed to identify a framework that is fit for purpose.</p>	C									
21	3.1	Monitor training and development provided by HR, GLEU and other providers to ensure it meets the needs of researchers.	REO; Staff Development	The providers report take-up separately – the new Goldsmiths Staff Development Providers Network whose membership includes these groups and others staff developers will allow monitoring across the provision to build a University-wide picture of provision and take-up.	I									
22	3.2	In 2013, the Graduate School plan to roll-out a new Certificate in Academic Practice programme for Early Career	Graduate School; CIG; Staff Development.	<table border="1"> <tr> <td>Academic Practice for PhD Students</td> <td>2012-13</td> <td>2013-14</td> </tr> <tr> <td>No. of Students Registered</td> <td>43</td> <td>31</td> </tr> <tr> <td>No of Assignments Submitted</td> <td>23</td> <td>12</td> </tr> </table>	Academic Practice for PhD Students	2012-13	2013-14	No. of Students Registered	43	31	No of Assignments Submitted	23	12	C
Academic Practice for PhD Students	2012-13	2013-14												
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		Researchers; monitor take up of CAP among ECRs.		<table border="1"> <tr> <td>No. of Passes</td> <td>16</td> <td></td> </tr> <tr> <td>No. of HEA Accreditations</td> <td>16</td> <td></td> </tr> <tr> <td>No. of Resubmissions</td> <td>6</td> <td></td> </tr> </table> <p>None of the elements of the course is compulsory and some students attend only the seminars that are of particular interest. For this reason, the number of students registered for the course is usually higher than the number of assignment submissions. However, students wishing to be considered for HEA accreditation, or get a Goldsmiths transcript saying they have completed the Academic Practice course, are required to take the whole course (or be given exemption through APEL) and complete the associated assessment task.</p>	No. of Passes	16		No. of HEA Accreditations	16		No. of Resubmissions	6		
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23	3.3	Investigate the possibility of developing virtual forums for as many staff as possible across the university (there are examples of departments running their own virtual forums for their own staff).	REO; CIG	<p>Researchers This page is designed for Researchers from across all Departments at Goldsmiths, University of London. This group includes Research Associates, Research Fellows, Postdocs (and anyone else working in a research capacity). Site is administered by Research Office (Dr Muriel Swijghuisen Reigersberg). This includes the site of the Researchers Association (RA): a group set up by researcher Nadine Jarvis for researchers. Site contains information about the RA, funding opportunities, the Research Development Framework (RDF), the Concordat Code of Conduct (explained here) and other resources relevant to those working in research at Goldsmiths. You can also contact other researchers via the forum. Site also houses Principal Investigators forum.</p> <p>....</p> <p>Department of Psychology Early Career Researchers Professional Development Programme (on VLE) has a series of sessions on open access publishing, CV review, applying for grants.</p> <p>....</p>	P									

24	3.3	There are a variety of examples of departments running "in house" training and staff development activities for their departmental staff, monitor and evaluate the success of departmental models and look at possibility of transfer to other disciplines/departments.	CIG; Staff Development	Department of Psychology as evidenced by their VLE site (action 23) is a leader in running training and development courses for their research teams. In Sociology, researchers receive communications about and are invited to attend all department staff meetings. They also have their own 'Research Group' that meets periodically and sends representatives to Department Research Committee and Department Research Away Days. They have also been active in the Department 'brown bag' lunch series and this year are leading the organisation of these "get-togethers". Other departments run reading groups, journal clubs, seminars that offer researchers learning opportunities. Sharing of practice is more problematic than we thought and we need to find a forum to allow good practice to be shared.	I
25	3.6	Monitor the effectiveness of induction at all levels.	HR/REO	Feedback from the Goldsmiths Induction (from 2014/15 to be held 3 times a year from twice a year previously) is available from HR. We have identified other induction activities and are collating further information via surveys, from departments and at meetings to establish how induction is delivered.	I
26	3.6, 3.8	Explore the possibility of developing a central induction programme of policy that can be adapted to each department.	CIG; HR	This action comes out of information gathering in action 25 and, as in action 24, sharing of practice/information across departments is not simple. Accessing groups such as the Departmental Business Managers Forum could be a way forward.	I
27	3.8, 6.10	Athena SWAN: Goldsmiths is investigating the possibility of applying for this award in 2013 in order to support the ongoing development of women in the university's workforce.	HR; CIG	(1) Application dates for 2013 and 2014 have passed. Next application point is April 2015 (http://www.ecu.ac.uk/equality-charter-marks/athena-swan/apply-award/). (2) The Equality Challenge unit have an Equality Charter Mark scheme that covers the same issues for arts and humanities - this might be worth also considering for Goldsmiths: http://www.ecu.ac.uk/equality-charter-marks/gender-equality-charter-mark/	I

28	4.11, 4.12	<p>GLEU provides a nationally accredited course in learning and teaching in HE offering researchers the chance to learn teaching related skills. Staff Development team run a programme of courses and some departments run their own sessions.</p> <p>Evaluate the effectiveness of training provision in this area regularly. Seek evidence that demonstrates impact on career development of research staff.</p>	GLEU; REO	<p>GLEU have dedicated representatives for each department: http://www.gold.ac.uk/gleu/liaison/ ;</p> <p>GLEU runs the Postgraduate Certificate in learning and teaching in HE that is run on a part-time basis and is free of charge to members of Goldsmiths' staff. Two of the target groups of the certificate are researchers with teaching duties and graduate students with teaching duties. Successful completion of the certificate gives a portable teaching qualification to its graduates. Details of the programme are at: http://www.gold.ac.uk/gleu/programmes/</p>	I
29	4.14	<p>The University's Code of Practice on the career management of researchers sets the responsibility of providing mentors on departments.</p> <p>Staff surveys and/or PDRs can provide evidence of mentoring schemes and their successes (or otherwise) and this information collated by the REO/HR.</p>	Departments; REO; HR	<p>PDR documentation is held in Departments, rather than HR, and a mechanism for collecting data from this source is likely be difficult to achieve. The best mechanism may well be from responses to a specific question in a staff survey.</p> <p>Data collated from departments in September 2014 and a “snapshot” survey of researchers suggest that some departments and research groups do provide mentors, others do not. There are some instances of mentors also being PIs and it may be that provision of mentors outside departments is an issue to be addressed in the next action plan.</p>	I
30	5.2	<p>The University has a specialist Enterprise Office and a dedicated Knowledge Exchange officer; the team have a website with online guidance available to staff, http://www.gold.ac.uk/enterprise/.</p> <p>REO, in particular, to encourage researchers to engage with business and knowledge exchange activities.</p>	REO - Enterprise team in particular	<p>The Enterprise Office team organised 12 separate events – both open and for specific departments – in the period January 2013 to September 2014. Events included Impact Day (12 February, 2013), Knowledge Café induction in the Staff Development team’s Warden’s welcome session (24 April 2013) and a series of visits to Departments on request.</p> <p>The Research team delivered 22 events between January 2013 and September 2014 covering applying for research grants, open access, as open university-wide sessions and at the request of individual departments. A number of these sessions were to train departmental administrators responsible for research grants management and as</p>	P

				part of their professional development, encouraged to join Association of Research Managers and Administrators (ARMA).	
31	5.3	<p>The University has specific policies setting out the standards that research being conducted must meet. The Research Ethics and Integrity Sub Committee (REISC), http://www.gold.ac.uk/research/ethics/ manages the University-wide processes and reports to REC. Departments have their own ethics committees and report to REISC.</p> <p>Offer support and relevant training on research ethics and review the practices via committee structure.</p>	REISC	<p>A recent survey conducted by REISC in 2014 showed that:</p> <ol style="list-style-type: none"> 1- Departments do not all have research (ethics/ integrity) committees 2 -Some Departments do not have an ethics/ integrity contact 3 Some Departments do not train researchers/ supervisors in integrity. <p>The Research Office has (and will) provide training in ethics/integrity and an event for researchers is planned for late 2014/early 2015.</p>	I
32	7.1, 7.3, 7.4	<p>The University established a Concordat Implementation Group (CIG) in 2010. The group also has responsibility for engaging in national developments, debates and initiatives in relation to the Concordat including involvement with Vitae and the support and development of researchers.</p>	CIG	<p>Goldsmiths is a member of Vitae and a number of staff members have attended training events and the Vitae annual conference. Goldsmiths will continue their membership of Vitae in 2014-16.</p>	P
33	7.4	<p>CIG will aim to arrange an annual meeting open to all research staff to gain feedback on the implementation of the Concordat.</p>	CIG	<p>Two new professional training days were held in October 2014 for research managers and researchers; the first half of each day will be spent in discussion of the Code of Practice with skills training (e.g. coaching/being coached, mentoring/being mentored) in the second.</p>	P
34	7.4	<p>CIG will submit notes of Goldsmiths' practices to contribute to the Vitae</p>	CIG	<p>No evidence of this being undertaken.</p>	I

		database of practice, the conference and Vitae Policy forum.			
35	7.5	Monitor the implementation of all procedures on Diversity and Equality of Opportunity.	HR	E&D Advisor to give an update to CIG annually; the newly appointed E&D Advisor (starts October 2014) will work to embed equality and diversity good practice.	P

(4) ACTION PLAN: 2014-2016

Actions are numbered 36 -57, any action carried over from last period for review, 2012-2014 will retain its original number.

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Recruitment & Selection/ Diversity & Equality (1.4, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8, 6.9, 6.10)	5 (from Action Plan 2012/14)	<p>Appointment of E&D Advisor who will assist in developing plans to raise staff awareness of training and development opportunities in recruitment practice, equality and diversity over the coming academic year (2014/2015).</p> <p>A programme, “Valuing Diversity”, has been developed to raise awareness.</p>	<p>A new E&D Advisor, Anna Spragg, commenced post in October 2014. Her role is to champion equality and diversity and embed good practice across the College.</p> <p>The E&D advisor to be invited to communicate to CIG and attend meetings as appropriate (at least annually) to advise on institutional developments and initiatives (Summer meeting 2015).</p> <p>Development opportunities in equality and diversity will be advertised through the Staff Development website; which is regularly updated with learning and development opportunities: http://www.gold.ac.uk/staff-development/</p> <p>The Director of HR and the Staff Development Manager review all of the training provision annually to ensure the principles of E&D are embedded and awareness is raised.</p>	<p>Successful launch of “Valuing Diversity” and hosting 2-3 events in academic session 2014/15.</p> <p>Feedback from attendees will be collated and reported to the HR Committee.</p>	HR; Staff Development; E&D Advisor	Jul 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Recognition & Value/ Support & Career Development/ Researchers' Responsibilities/ Diversity & Equality (2.1, 3.1, 3.3, 3.5, 4.10, 4.13, 5.1)	12/15 (from Action Plan 2012/14)	Increase participation in CROS and PIRLS surveys.	REO to report CROS and PIRLS results to CIG in 2015; every 2 years thereafter (2017). Increased participation in the surveys will give us data about the overall improvement (or otherwise) of the working experiences of researchers and their managers and this data used to refine or add to our action plan.	Goal participation rate in CROS and PIRLS surveys in 2015: 50%; In 2017: 60%.	REO; CIG	Sep 2015
Support & Career Development (3.1)	21 (from Action Plan 2012/14)	Create single record of staff attendance at training and development sessions provided by teams in HR, GLEU (now Teaching and Learning Innovation Centre, [TaLIC]) and other internal providers.	Each provider records take-up of their provision separately – the new Goldsmiths Staff Development Providers Network whose membership includes these groups and other staff developers will allow monitoring to build a university-wide picture of provision and take-up. The joint monitoring of attendance by research staff at development and training events will establish a base line and annual goals should be set to encourage increased take-up.	Creation of an annual records of attendance at training events by research staff by Staff Development team for use in reporting to a variety of bodies. Baseline established in August 2015 and increased take-up by 10% per annum.	Goldsmiths Staff Development Providers Network; HR Staff Development Team	Aug 2015
Support & Career Development (3.6)	25 (from Action Plan 2012/14)	CIG to collate/analyse feedback to determine effectiveness of current induction processes and where necessary recommend changes to groups providing them.	Feedback from the Goldsmiths Induction for new staff (from 2014/15 to be held 3 times a year from twice a year previously) is available from HR. The Induction is now supplemented by a series of learning events for new staff - the New Staff Series which runs across the academic year. We have identified other induction activities and are collating further information via surveys, from departments and at meetings to establish how induction is delivered.	Report to be presented to CIG at summer meeting 2015 (13.5.15), and provide advice to induction organisers for session in 2015/16 session by July 2015.	HR/Staff Development/ CIG	Jul 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Support & Career Development (3.6, 3.8)	26 (from Action Plan 2012/14)	Contribute to the development of a core induction programme for staff covering HR policies and Concordat to be delivered by each academic department as part of their induction of new staff.	This action comes out of information gathering in action 25 and, as in action 24, sharing of practice/information across departments is not simple. Accessing groups such as the Departmental Business Managers Forum and inviting members of depts and professional services will be part of our approach in establishing a common core of information.	Core elements of induction programme developed, accepted and delivered across all academic departments. Goal for participation of departments in delivering core programme: 50% in 2016/17; 100% by 2017/18	CIG/REO/ Depts	Oct 2016
Support & Career Development/ Diversity & Equality (3.8, 6.10)	27 (from Action Plan 2012/14)	Proposal presented to REC making full assessment of suitability of University to make application to Athena SWAN/Gender Equality Charter Mark schemes or a similar scheme(s).	Deputy Warden, Professor Jane Powell is leading group investigating the possibility of applying for one of these awards in 2015/16 (or being in process of preparing an application in 2016/17) in order to support development of women in the university's workforce. E&D Advisor also to explore schemes relevant to Goldsmiths, which benchmark good practice for equality and diversity, including consultation with external agencies who offer advice and administer schemes. An update will be given to CIG as part of E&D Advisor's attendance (see action 5). Assessment of the schemes and the decision to apply (or not) should be recorded by CIG.	Recommendation made to REC meeting (May 2015).	Deputy Warden, Professor Jane Powell/ E&D/ CIG	May 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Researchers' Responsibilities: Integrity (5.3)	31 (from Action Plan 2012/14)	<p>Goldsmiths will subscribe to the UK Research Integrity Office and its role in UKRIO will potentially be pivotal in showing good practice in research integrity in the Arts and Humanities.</p> <p>REO will run training sessions in ethics/integrity and a specific event for early career researchers is planned for late 2014/early 2015.</p>	<p>Goldsmiths has an Associate Pro Warden for Research Integrity, Professor Chris French, http://www.gold.ac.uk/associate-pro-wardens/, responsible for integrity across the University. The University has specific policies setting out the standards that research being conducted must meet. The Research Ethics and Integrity Sub Committee (REISC), http://www.gold.ac.uk/research/ethics/ manages the university-wide processes and reports to REC. Departments have their own ethics committees and report to REISC.</p> <p>However, the picture is mixed - a recent survey conducted by REISC in 2014 showed that:</p> <ul style="list-style-type: none"> • Departments do not all have research (ethics/ integrity) committees • Some Departments do not have an ethics/ integrity contact • Some Departments do not train researchers/ supervisors in integrity. <p>However, the Department of English and Comparative Literature is hosting a workshop on ethics in life writing with practitioners, members of the publishing industry, and a lawyer who specialises in these issues on 20 May, 2015.</p> <p>The REO will provide departments with models for setting up their own DREISCs and support their development through running training sessions in ethics/integrity and a specific event for early career researchers is planned for spring 2015.</p>	<p>Subscription approved by REC and to be made to UKRIO in 2014/15 session.</p> <p>Training events in 2015 (event documentation and attendance lists will be available) – aim for representation from 50% departments; with +10% per annum in future training events.</p>	REISC/ REO	Spring 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Implementation (All)	36	Launch of a new HR/Payroll System will make available Management Information to depts to assist in workforce planning.	<p>This follows on from action 17 and is a revised action about collecting management information (MI).</p> <p>Human Resources will continue to help Goldsmiths develop a systematic workforce planning approach. This will be achieved by building a pipeline for progression and more structured succession planning around a sustainable demographic profile.</p> <p>Current development of the new HR/Payroll System, to be launched July 2015, has involved consulting with academic departments to determine their Management Information needs specifically in relation to workforce planning.</p>	<p>Launch of HR/Payroll System in July 2015.</p> <p>Success will be evidenced by the habitual analysis of MI by Heads of Department to shed light on the gaps and trends in the current and future workforce in order to facilitate better planning in partnership with HR.</p>	HR/ Depts	<p>System launch: Jul 2015</p> <p>Review: Jul 2016</p>
Implementation & Review (All)	37	Departmental Business Managers (DBM) to be invited to join the Concordat Implementation Group (CIG) to ensure the group's membership is broad enough to cover its remit.	<p>The Concordat Implementation Group (CIG) is the group responsible for implementation of the concordat at Goldsmiths and meet termly (forthcoming dates in 2014/15 session: 11 February and 13 May). This may include members who attend one meeting a year to report on changes to legislation or policy. The membership of the CIG should be such that members have access to other discussion/influencing forums to promote the code of practice and report back on difficulties in its implementation.</p> <p>CIG to monitor progress of 19 actions marked as achieving "Practice" in the previous action plan; where these actions need to be reinstated as current actions, these actions will be added back into this plan.</p>	3 DBMs to be invited to join CIG.	CIG	Feb 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Implementation & Reporting (All)	38	CIG meetings to be held 3 weeks before Research & Enterprise Committee [REC] meetings.	CIG meetings to be held 3 weeks before Research & Enterprise Committee [REC] meetings so that issues arising can be referred to the REC.	For 2014/15, CIG will meet 11.2.15 (REC mtg: 4.3.15), and 13.5.15 (REC mtg: 27.5.15). Notes from the meeting will be posted on the intranet (see 39).	CIG	For 2015/16, dates agreed by Nov 2015.
Implementation (All)	39	Notes from CIG meetings to be available on staff/student intranet.	The new intranet, GOLDMINE, will launch on 10.2.15; we are building a specific research development area (action 42) to include description of CIG, contact details and meeting notes.	Intranet page goes live in March 2015.	CIG	From March 2015
Monitoring implementation (All)	40	Increase participation in annual "snapshot" surveys in September/October to be conducted with researchers and PIs.	Annual short surveys of researchers and research managers with questions based on the checklists for both groups conducted as a means of gauging progress in knowledge of and adherence to provisions of code of practice. The questions will be broadly similar in each but 3-4 group specific questions will be added. The response rate to survey for researchers in August 2014 was 16%, better promotion of participation will give us access to more information.	Goal participation in planned survey in October 2015 > 25%. Goal participation in planned survey in October 2016 > 35%.	REO reporting to CIG	Oct 2015, Oct 2016
Recognition & Value/ Support & Career Development: Code of Practice (2.6, 4.10)	41	HR to include Code of Practice document and checklists in contract packs send to new Research Staff.	These documents also refer to the PDR process as part of the career support/review process.	HR makes written confirmation to CIG that the Code of Practice and checklists included in contract packs.	HR	From Jan 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Support & Career Development: Researchers: information resources online (3)	42	Researcher Development mini-site to be developed in staff intranet, GOLDMINE.	<p>REO to create an in-depth set of webpages on our new intranet that is updated frequently and provides a useful tool. This page will include meeting notes from Vitae sessions attended by members of REO.</p> <p>The URL for the pages will be announced to researchers and researchers' managers/Pis and included as standard in communications with these groups.</p> <p>CIG will ask researchers a specific question in annual snapshot survey to confirm website's effectiveness.</p>	<p>Mini-site goes live in April 2015.</p> <p>Visitor rates measured in user metrics and in snapshot surveys.</p>	REO	From Apr 2015; annual surveys in 2015 and 2016
Support & Career Development: Specialist Support (3, 4)	43	Development of modes of delivering training and development where researcher is not based at Goldsmiths.	<p>Project to investigate and develop support structures which provide career development to researchers in roles that involve long periods of fieldwork outside the UK.</p> <p>Face-to-face events are very much part of our delivery of career development (though not solely) and we need to investigate means of establishing connections with researchers in the field.</p>	Offer of training and development options to researchers based off-campus to be trialled in January 2016.	CIG with specific Pis and researchers/ REISC/ REO	Jan 2016
Support & Career Development: Specialist Support (3, 4)	44	Development of support mechanisms for researchers dealing with highly sensitive material.	Investigation and development of support mechanisms for researchers in projects where research is sensitive or potentially disturbing, e.g. violence, situations of war.	Support structure for researchers identified and trialled by January 2016.	CIG with specific Pis and researchers/ REISC/ REO	Jan 2016

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Support & Career Development: Researchers: development of transferable skills (3.3)	45	Annual Researcher Day event to be organised; first Day in May 2015.	Annual research day showcasing work of early career and part-time researchers with a prize for best presentation or poster to be organised by CIG. The timing of the event will tie in with the annual Graduate School Festival. Submission of abstracts/posters over a period of years and attendance at the event will be a measurement of the success of the event.	Researchers from at least 12 academic depts (60%) academic depts attend and from 8 depts (40%) enter posters/abstracts (May 2015). Aim to increase participation by 1 new department per annum (5%).	REO/CIG/ Graduate School	May 2015, May 2016
Support & Career Development: Researchers: development of transferable skills/ CPD (3.6)	46	The Code of Practice recommends that researchers should undertake a minimum of 5 days professional development annually for full-time researchers (pro rata for part-time researchers). Researchers are encouraged and given tools to record activities contributing to their CPD.	Principal Investigators and line managers of researchers to be reminded of this via emails from CIG and/or Research Office, and via departmental committee structures. This will also be raised in the annual professional development days for both groups. PIs to be encouraged to raise this in one-to-one meetings with researchers and in PDRs. Researchers to be made aware of methods of recording CPD on the Researcher Development website (see action 39). CIG will ask researchers a specific question in annual survey to confirm adherence.	Question about participation in, and recording of, CPD to be included in the snapshot surveys for both groups.	PIs, CIG	Survey: Oct 2015, Oct 2016

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Support & Career Development: Supporting Research Managers: Induction (3.6)	47	Development of support structures for PIs/Research Managers.	<p>Support for Principal Investigators and line managers of researchers to become more adept managers of their grants and staff. Two areas where this support is needed is at the start of the research grant and on-going support throughout the project's progress. In the former case, an induction meeting at the start of the grant with the PI to talk through the administration and management of resources and staff (to include a re-introduction to the Code of Practice); in the latter case, this involves more of a trouble-shooting/intermediary-style function with Research Office to support the administration in the project team.</p> <p>There are two pilot projects taking place this term to create a format for these support measures – developing a grant induction (Johnna Montgomerie/Karen Rumsey) and support during grant (Kirsten Campbell/Karen Rumsey/Jenny Godfrey).</p> <p>These pilot projects will be completed in April 2015.</p> <p>Evaluations of the 2 pilot projects will be reported to REO/PIs in June 2015.</p> <p>Monitoring responses from PIs' professional development meetings will also provide evidence of effectiveness.</p>	<p>Model of support is developed and trialled in session 2015/16.</p> <p>Feedback from PIs confirms efficacy and is used to amend the model as necessary – October 2016.</p>	Project develop- ment and delivery: REO/ Research Finance	Trial: Oct 2015 Eval- uation: Oct 2016

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Support & Career Development: Supporting Research Managers: Performance & Development Review [PDR] (3.6)	48	Promotion of PDRs as good practice to improve uptake by PIs and Research Staff,	<p>It is good practice to hold an annual PDR meeting between a member of staff and their line manager that records professional development needs and career planning needs. The records of staff members' PDR meetings are held in Departments. Evidence collected for this review suggests that the annual PDR needs further work to be embedded.</p> <p>Line managers of researchers and researchers themselves need to be engaged to undergo training to effectively carry out the PDR. Staff Development provide management training covering running PDRs.</p> <p>Promotion of the Code of Practice, and Checklists, will assist in encouraging line managers and researchers to participate.</p> <p>Review via annual survey with specific question about induction, information from Departmental Research Meetings, and discussions with PIs and researchers at planned events. Information from CIG members to be used by CIG to address induction of researchers and implement actions accordingly.</p>	<p>Re-launch of PDRs will be proposed in paper presented to SMT in Spring 2015.</p> <p>Baseline participation level to be established from snapshot surveys in 2015 and from reviews and discussions; then an annual goal to improve participation by 10-15% per annum thereafter.</p>	Staff Development/ CIG	Oct 2015, Oct 2016
Support & Career Development: Research Manager Support (3.6, 3.8)	49	Research Finance to send a copy of the funding body's guidelines at the start of a funded project when the confirmation of budget email is sent.	<p>PIs/Researcher Managers to be made aware of funding bodies' requirement for development plans for researchers on their grants and to ensure researchers are also aware of them.</p> <p>The REO and Research Finance have knowledge of funding agencies' contractual terms and guidelines to be met as a condition of their funding. This information, as well as knowledge of the Code of Practice, can be used as the basis of an induction with PI at the start of a project that would encompass the provisions required.</p>	Research Finance to write to CIG to confirm that copy of the funders guidelines is sent to PIs with new grant information.	PIs/REO/ Research Finance/ CIG	Jan 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Support & Career Development: Researchers: development of transferable skills/ CPD (3.7)	50	<p>PIs and line managers should be encouraged to identify opportunities to delegate project management responsibilities to create learning opportunities for their researchers.</p> <p>An item on delegation will be included in the Checklist to PIs and Research Managers.</p> <p>Guidance will be included in the Researcher Development mini-site.</p>	<p>CIG will monitor this in discussions about CPD and address findings in the Research Manager professional development days held, at least, annually.</p>	<p>Checklists amended and revised version disseminated.</p> <p>Revised checklists added to Researcher Development website.</p>	PIs, CIG	Apr 2015
Support & Career Development: Mentoring (4.14)	51	<p>Bank of mentors to be set up and opportunities for mentoring to be publicised to encourage greater participation.</p>	<p>The provision of mentoring across departments has been shown to be inconsistent. Less than 50% researchers report having a mentor and over 85% would like to have a mentor (figures from snapshot survey in September 2014 and confirmed by discussions at researcher professional development day in October 2014).</p> <p>HR to investigate creating a bank of mentors and running mentor/mentee training sessions.</p> <p>CIG to develop and set-up mentor/mentee initiative and promote mentoring to departments via Researcher Development website (on staff intranet) and via network of communications available via Goldsmiths Staff Development Providers Network.</p>	<p>Mentor bank to be set up and dates for mentor/ mentee training sessions to be publicised by October 2015.</p> <p>Monitor progress in surveys in October 2015 and then set an annual goal to improve participation by 10-15% per annum thereafter.</p>	CIG/HR/S tuff Develop ment Providers Network	<p>Mentor bank/ training : Oct 2015</p> <p>Survey, Prof Dev days in Oct 2015, Oct 2016</p>

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Researchers' Responsibilities: Representation (5.5)	52	Setting up of researcher-led Researchers' Forum.	<p>Researchers' Forum: researchers in the group have the potential to form a semi-formal cross-disciplinary and multi-experience forum to debate issues arising for researchers such as training provision, difficulties with central services, and to identify what might make their experience better.</p> <p>The characteristics of this forum:</p> <ol style="list-style-type: none"> It is convened on a regular basis – suggested termly – over lunch with room booked and refreshments paid for by Research & Enterprise Office [REO]; It is open to all researchers but likely to have a core membership with a defined role, "Chair", that may rotate between members; REO will hold an email list for the membership, send reminders of meetings and update mailing list as required; Notes may be taken at meetings by REO of actions which are then recorded on staff intranet page on Researcher Development. <p>Success would be measured by the group forming and meeting regularly.</p>	<p>Regular forum meetings commence in Jan/Feb 2015.</p> <p>Notes taken at the meetings posted on intranet.</p>	Resear- chers/ REO	First Forum: Jan/ Feb 2015
Researchers' Responsibilities: Representation (5.5 (4.13))	53	Request the establishment of a formal Researchers' Working Group.	Three researchers (David Cameron, Sian Prime and Johnna Montgomerie) will ask the Deputy Warden (Professor Jane Powell) in the first instance about the formation of a formal committee-status Researchers' Working Group that will report directly to REC.	Request made to REC mtg.	Resear- chers/ Prof Jane Powell	Mar 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Researchers' Responsibilities: Researchers: developing profiles (5.5)	54	Researchers to be encouraged to develop their own independent profiles (presences).	<p>REO to encourage researchers to make best efforts to be a presence – joining Academia.edu, LinkedIn, own websites, printing business cards, joining departmental committees, etc.</p> <p>REO to encourage Departments to be pro-active in inviting researchers to join their committees.</p> <p>Professional development sessions for researchers to include sessions on this topic.</p>	<p>Success measured by researchers' accounts of these activities at meetings and in survey question.</p> <p>Professional development day for researchers to include a session on developing a profile.</p>	REO/ Resear- chers	Oct 2015, Oct 2016.
Researchers' Responsibilities: Researchers: developing profiles (5.5 (2.4))	55	REO/CIG to make a request to IT that researchers are offered user access to IT after leaving post to allow ongoing relationship with Goldsmiths and input of research material to GRO.	<p>Goldsmiths' Alumni have the option of using a "@alumni.gold.ac.uk" email address for life to use an account on the Goldsmiths Office365 service.</p> <p>Researchers may need further privileges to use this log-on to upload material to GRO. REO to ask IT and the Library (who manage GRO) about user access requirements.</p>	Researchers offered continued access to an IT account on leaving the university.	REO/IT/ Library	Oct 2015

Concordat Principle Themes/ Principle No.(s)	Action No.	Action	Description/further information about action	Measure of Success/ evidence	Action Owner(s)	Action Review date
Researchers' Responsibilities: Researchers: developing profiles (5.5 (2.4))	56	Researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (www.research.gold.ac.uk) and to Goldsmiths Open Data as standard practice.	<p>Encourage researchers to upload their work onto Goldsmiths' repository: Goldsmiths Research Online (www.research.gold.ac.uk) and to Goldsmiths Open Data. This relates to action 55 as the Goldsmiths log-on is required.</p> <p>Researchers also to be aware of the university's policies on IPR and Open Access.</p> <p>NB: Recording of inputs to GRO will not discriminate between levels of staff so we would infer that an increase in inputs would include an increase in researchers' inputs.</p> <p>Goldsmiths policies on IPR and Open Access to be posted on Researcher Development website by April 2015.</p>	<p>IPR and open access policies to be published on Researcher Development intranet site by April 2015.</p> <p>Number of responses to a specific question in annual staff survey and in discussion in professional development events/Forum meetings.</p>	REO	<p>Apr 2015</p> <p>Oct 2015, Oct 2016</p>
Diversity & Equality: timing of meetings (6.8)	57	Greater awareness to be raised of the need to hold meetings in a variety of formats and timings to encourage greater participation from researchers.	<p>Departments and Professional Services to be encouraged in communications about researchers to hold meetings with researchers at a variety of times appropriate to allow as many researchers as possible to attend events.</p> <p>Evidence of greater opportunities for researchers to attend meetings could be measured by inclusion of a question in the snapshot survey about meeting attendance. Information can also be collected from discussions at the professional development days.</p>	Question posed about style/timing of meetings in snapshots surveys for both groups and ease of attendance.	CIG	Oct 2015, Oct 2016

