

# Concordat to Support the Career Development of Researchers

## Overview

Success in implementing the Concordat principles within an institution requires a strategic approach to the provision of career development support for research staff and all stakeholders working together to this end. This chart summarises the major areas of focus for various groups of staff mapped across the Concordat's main principles. Specific briefings are available for senior managers, human resources specialists, staff developers, career specialists, managers of researchers, and research staff, which elaborate on each area and give examples of practice (available at [www.vitae.ac.uk/concordat](http://www.vitae.ac.uk/concordat)).



Incorporating the UK GRAD Programme and UKHERD

Areas of focus	Recruitment and selection	Recognition and value	Support and career development	Researchers' responsibilities	Diversity and equality	Implementation and review
<b>Senior managers</b>	Institutional policies and practices for the recruitment and selection of research staff	Ensuring recognition for research staff in institutional HR strategies	Institutional strategy for the career development of research staff	Structures which enable research staff to be informed and engaged in institutional decision-making	Institutional policies and practices relating to diversity and equality for research staff	Institutional policies informed by regular review and evaluation of progress
<b>HR specialists</b>	Implementation of institutional policies and practices, including guidance on the use of fixed-term contracts, job descriptions and grading	Implementation of progression and reward framework for research staff with transparent and fair review processes	Informing research staff and their managers about institutional policies, areas of responsibility and career development opportunities	Robust, effective and open communication with research staff	Implementation of institutional policies and practices; monitoring the diversity of the research staff workforce	Regular review of the profile, needs and experiences of research staff
<b>Staff developers</b>	Provision of training in recruitment and selection for HR specialists and managers of researchers	Tailored development opportunities to meet research staff profiles and needs	Championing professional development within the institution; providing a programme for research staff in partnership with other departments	Championing professional development with individual researchers	Provision of training in managing a diverse research staff workforce and supporting work/life balance	Review and evaluation of institutional provision of development opportunities compared to research staff needs
<b>Careers specialists</b>	Provision of informed advice and guidance to research staff on recruitment and selection processes	Provision of informed advice and guidance on researcher career paths	Working with staff developers and academic departments to provide career information and development opportunities for research staff	Providing research staff with information about career opportunities and career management techniques	Provision of informed advice and guidance to on the range of career paths open to them	Review of provision for research staff; working with other departments to develop a knowledge base on the career paths of researchers
<b>Managers of researchers (PIs)</b>	Recruitment and selection of research staff in line with institutional policies	Constructive use of appraisal and developmental reviews in supporting the development of research staff	Active support for the professional and career development of research staff	Supporting research staff to widen their experience, develop their professional profile and career opportunities	Provision of appropriate tailored support and management to research staff	Engagement with institutional processes to evaluate research staff support
<b>Researchers</b>	A pro-active approach to job searching and being informed about recruitment and selection processes, employment rights and responsibilities	Constructive participation in appraisal and developmental reviews; developing an awareness of institutional promotion, progression and recognition structures	Developing own knowledge of career opportunities for research staff and engaging in a range of professional development activities	Pro-active engagement in self-reflection, networking, career planning, job searching and responsibilities as a researcher	Being informed about institutional diversity and equality policies and employment rights; working with managers to create appropriate working environments	Pro-active engagement with institutional processes relating to research staff; participating in reviews and giving feedback

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Incorporating the UK GRAD Programme and UKHERD

Areas of focus	Senior managers	HR specialists	Staff developers	Careers specialists	Managers of researchers (PIs)	Researchers
<b>Recruitment and selection</b>	Institutional policies and practices for the recruitment and selection of research staff	Implementation of institutional policies and practices, including guidance on the use of fixed-term contracts, job descriptions and grading	Provision of training in recruitment and selection for HR specialists and managers of researchers	Provision of informed advice and guidance to research staff on recruitment and selection processes	Recruitment and selection of research staff in line with institutional policies	A pro-active approach to job searching and being informed about recruitment and selection processes, employment rights and responsibilities
<b>Recognition and value</b>	Ensuring recognition for research staff in institutional HR strategies	Implementation of progression and reward framework for research staff with transparent and fair review processes	Tailored development opportunities to meet research staff profiles and needs	Provision of informed advice and guidance on researcher career paths	Constructive use of appraisal and developmental reviews in supporting the development of research staff	Constructive participation in appraisal and developmental reviews; developing an awareness of institutional promotion, progression and recognition structures
<b>Support and career development</b>	Institutional strategy for the career development of research staff	Informing research staff and their managers about institutional policies, areas of responsibility and career development opportunities	Championing professional development within the institution; providing a programme for research staff in partnership with other departments	Working with staff developers and academic departments to provide career information and development opportunities for research staff	Active support for the professional and career development of research staff	Developing own knowledge of career opportunities for research staff and engaging in a range of professional development activities
<b>Researchers' responsibilities</b>	Structures which enable research staff to be informed and engaged in institutional decision-making	Robust, effective and open communication with research staff	Championing professional development with individual researchers	Providing research staff with information about career opportunities and career management techniques	Supporting research staff to widen their experience, develop their professional profile and career opportunities	Pro-active engagement in self-reflection, networking, career planning, job searching and responsibilities as a researcher
<b>Diversity and equality</b>	Institutional policies and practices relating to diversity and equality for research staff	Implementation of institutional policies and practices; monitoring the diversity of the research staff workforce	Provision of training in managing a diverse research staff workforce and supporting work/life balance	Provision of informed advice and guidance to on the range of career paths open to them	Provision of appropriate tailored support and management to research staff	Being informed about institutional diversity and equality policies and employment rights; working with managers to create appropriate working environments
<b>Implementation and review</b>	Institutional policies informed by regular review and evaluation of progress	Regular review of the profile, needs and experiences of research staff	Review and evaluation of institutional provision of development opportunities compared to research staff needs	Review of provision for research staff; working with other departments to develop a knowledge base on the career paths of researchers	Engagement with institutional processes to evaluate research staff support	Pro-active engagement with institutional processes relating to research staff; participating in reviews and giving feedback