



**Royal
Veterinary
College**

University of London

**RVC Concordat Action Plan
and Implementation Strategy**

October 2011

Contents	Page
RVC Concordat Action Plan and Implementation Strategy – An Introduction	3
Research Concordat Working Group Members	4
RVC Concordat Implementation – Historical Data and Timeline	5
RVC Concordat Action Plan and Implementation Strategy Action Plan – Version 1	6
RVC Concordat Action Plan and Implementation Strategy Action Plan – Version 2	7
Glossary	17

RVC Concordat Action Plan and Implementation Strategy

The Researcher Concordat was warmly welcomed in 2008 by The Royal Veterinary College (RVC) as a landmark document enshrining seven principles protecting and promoting Researcher career development and clarifying that all parties, the Researcher community, the employer and Research Managers had distinct and overlapping responsibilities for promoting the highest standards in professional development in support of research excellence.

During the initial introduction phase, the RVC held a series of meetings for Researchers and for Principal Investigators (PIs) to introduce the Concordat principles. Each of these meetings was chaired by either the Vice Principal for Research or the Director of Human Resources, before smaller group discussions were facilitated by an external consultant on how the RVC could most effectively implement the Concordat principles in practice.

During the first year (2009), the Researcher Concordat Working Group (RCWG) was established, reflecting the various stakeholder communities (Researchers, PIs and Senior Managers). The RCWG has cross departmental representation at Researcher level in addition to PI representation, Head of Graduate School, Vice Principal of Research and Director of Human Resources. This group has overall responsibility for reviewing implementation of The Concordat. In September 2011 the RCWG met and agreed a number of key points to support this “overseeing” role, including to widen membership of the RCWG to include Researcher representation from all Academic Departments and to meet twice a year to review progress towards Concordat principles, to consider feedback from the Researcher Training programme, feedback from the Researcher Association and CROS & PIRL results. The RCWG Chair (also the Vice Principal for Research) acts as a champion for Concordat related issues throughout the RVC with all stakeholder groups.

As a result of these consultations, the RVC Code of Practice and Guide to the Management and Development of Researchers (CoP) were created. Subsequently, the CoP, and the ethos it supports, have informed management of Researchers and resulted in development of a series of Management and Induction toolkits for use by staff during recruitment, induction and during annual appraisal.

Further development of the existing Researcher training programme followed a survey of Researcher training and development needs. The creation of a Mentorship scheme was requested and launched as an additional milestone during the early stages of implementation of Concordat principles. A new initiative, the development of a distinct Researcher Association, led by Researchers but supported administratively and financially by HR Staff Development resources was a further significant outcome as a result of these initial meetings.

Ongoing consultation and engagement with the Researcher community during 2009 led to the revision of the Mentorship Guidelines in 2010, making them more accessible to the community of potential mentors and mentees.

During 2011, the College conducted a major review of policies and procedures in the form of a gap analysis to explore, after 2 years working towards compliance with the Concordat principles, how compliance was working in practice. Many areas of good integration and successful implementation were identified alongside other areas where questions were raised. Both Researcher and PI communities were surveyed through CROS and PIRLS for the first time and, as part of a specific

review of Concordat implementation, both communities were again consulted through an online survey specifically about their level of awareness of and satisfaction with the Concordat and CoP as tools for managing Researcher career development. These surveys led to a further series of focus group discussions to which all PIs and all Researchers were invited and recommendations arose which were again considered and reviewed by the RCWG (representing Researchers, PIs and Senior Managers).

At the meeting in September, 2011, the RCWG formed an Action Plan and highlighted a focus on the priorities listed below. A further review date for January 2012 was also agreed.

Two versions of the RVC Concordat Action Plan and Implementation Strategy are presented below:

Version 1 is focussed on and highlights the specific areas and activities for the next 12 month period. Version 2 details the longer term strategy addressing the Concordat principles, point-by-point.

Research Concordat Working Group Members

Vice Principal for Research (Chair)
Director of Human Resources
Head of Graduate School
Professor in Translational Medicine
Postdoctoral Research Fellow
Postdoctoral Research Assistant

RVC Concordat Implementation – Historical Data and Timeline

Date	Summary Item
11th & 20th November 2008	Focus Groups Introducing the Concordat presented by Prof. Jonathan Elliott VP Research and Ian Darker, HR Director. Followed by a Consultation on the Principles with Principal Investigators and Researchers facilitated by external consultant Dr Margaret Collins.
27th January 2009	RCWG established and first meeting held and chaired by Prof Jonathan Elliott. Agreed to develop a Code of Practice and establish a Researcher Association.
2009	Consultations on Code of Practice & Guide to Management Development of Research Staff.
18th June 2009	Second meeting of RCWG to discuss outcomes of consultation on CoP agreed implementation date for CoP and to provide a programme of training and development events specifically for research staff.
9th July 2009	Online survey (using BOS) on Researcher Staff Training & Development needs.
24th September 2009	Implementation of CoP and Research Staff Development programme copies sent to all PIs and Research Staff.
24th September 2009	The RVC Mentoring Scheme was implemented and a Guide & Code distributed to all staff.
11th November 2009	Researcher Association established first meeting held to discuss administration and funding.
17th December 2009	Concordat profiled at post State of the Nation events at both campuses to raise awareness.
January 2010	The Vice Principal for Research implemented meetings with each new Researcher within 3 months of their recruitment, to discuss the CoP and Concordat.
August 2010	In its first year the Researcher Association held 3 events with Guest Speakers, attended by 60 researchers during the year, an average of 20 Researchers at each session.
23rd August 2010	Principal Investigator and Researcher survey on effectiveness of CoP & Guide to management Development of Research Staff 1 year on.
15th October 2010	Meeting to review outcomes of CoP surveys in attendance Prof Jonathan Elliott VP Research, Ian Darker HR Director, Elena Garonna Post Doc and Researcher Association President and Rebecca Costello Assistant Director HR. Agreed that there was no need to make any amendments to the CoP but that there is a need to increase awareness. Agreed to have a Postdoctoral Researcher involved in the Academic Board as an observer.
20th January 2011	The Mentoring Scheme was revised following a review in 2010. A condensed version of the scheme was also made available in response to feedback received.
August 2011	The Researcher Association was given continued administrative and financial support for 2011-12. In its second year they held 4 events attended by a larger number of Researchers.

RVC Concordat Action Plan and Implementation Strategy – Version 1

The Action Plan and priorities below take full account of the findings from the Gap Analysis undertaken in 2011.

The Concordat principles are available at <http://www.researchconcordat.ac.uk/documents/concordat.pdf>.

		Timescale	Accountable
1	Improve Communication with Stakeholder Communities:		
	Redesign intranet pages to clearly signpost major resources: e.g. The Concordat, CoP, Vitae website & The Advice Centre.	June 2012	HR, Research Office, Researcher Association, Student Services
	Revise Manager and Induction Toolkits to include sections on Concordat awareness and Researcher Development Framework (RDF).	Dec 2011	HR
	Include reminders of Concordat awareness and Career Development conversations in Appraisal email.	Oct 2012	HR, Research Office
2	Create Additional Resources:		
	Create Career Development Pathway diagram.	July 2012	Research Concordat Working Group (RCWG)
	Collect and collate next destination information for Researchers.	Dec 2011	HR
	Create Case Studies highlighting a range of successful Researcher Career destinations.	Jan 2012	RCWG
	Provide a series of Career Development Days in 2011-2012.	2011/12	HR
3	Continue to Develop Existing Relationships and Provision:		
	Ongoing support for Researcher Association.	Reviewed Jan and July 2012	Research Office and RCWG
	Development of current weekly Researcher seminar series.	Reviewed Jan and July 2012	RCWG
4	Improve Researcher Representation:		
	Explore further Researcher participation in committees e.g. Research Strategy Committee.	Reviewed Jan and July 2012	RCWG
	Reflect best practice models of Researcher inclusion at Departmental meetings.	Reviewed Jan and July 2012	RCWG
5	Ongoing Review of Compliance with Concordat Principles		
	RCWG to meet every 6 months to review progress.	Ongoing in Jan and July	RCWG

RVC Concordat Action Plan and Implementation Strategy – Version 2

The Action Plan below takes full account of the findings from the Gap Analysis undertaken in 2011. The Principles referred to in the first column refer directly to The Concordat principles, available at <http://www.researchconcordat.ac.uk/documents/concordat.pdf>.

Principle	Current Compliance	Further Actions	Time scale	Accountability
1: RECRUITMENT AND SELECTION:				
Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.				
1.1	Development of the College's research strength depends upon it continuing to attract and retain world class researchers. The Corporate Plan outlines our mission to obtain Excellence in Research: http://www.rvc.ac.uk/FOI/Scheme/Documents/CorporatePlan2009-13.pdf	Ongoing assessment and review of activities and policies against best practice in the sector.	July 2012	Research Concordat Working Group (RCWG)
1.2	We have a recruitment toolkit (http://intranet.rvc.ac.uk/hr_internal/docs/RVC_Recruitment_Toolkit.pdf) which follows CIPD guidelines and forms part of our management training programme. Skills requirements are clearly identified in job descriptions.	Encourage all staff participating in recruitment and selection panels to participate in training. Ongoing assessment and review of activities and policies against best practice in the sector.	Ongoing	HR and Head of Departments
1.3	All our research posts are advertised as fixed term due to the limited duration of funding.	Research posts will be advertised on a fixed term basis but will be reviewed on an on-going basis.	Review July 2012	HR and Research Office
1.4	The recruitment toolkit (http://intranet.rvc.ac.uk/hr_internal/docs/RVC_Recruitment_Toolkit.pdf) promotes fairness, consistency and the best assessment of the candidates' potential. We run recruitment training is available to all and it is compulsory to have attended the training in order to chair a recruitment panel. Recruitment panels where possible, are drawn up to be representative in terms of gender. Notes taken on a standardised form during selection and interview are used as the basis for feedback to any candidates, should this be requested.	Ongoing assessment and review of activities and policies against best practice in the sector.	Review July 2012	HR and RCWG
1.5	We assign grades to research positions based on job families. These are normally as follows (with rare exceptions where salaries are enhanced): Research Assistants – Grade 5	Continue to monitor equity in grading.	Ongoing	HR and Research Office

Principle	Current Compliance	Further Actions	Time scale	Accountability
	Researchers/Postdocs/Associates – Grade 6 Senior/Research Fellows – Grade 6/7/8			
2: RECOGNITION AND VALUE: Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.				
2.1	Researchers on fixed term contracts are treated the same as staff on permanent contracts and have access to the College's generic training and appraisal scheme. The College also has a Researcher Association which influences the dedicated Researcher training programme. There is a limited amount of “bridging” funding to ensure continuity of employment between two contracts where this is appropriate.	Human Resources are continuing to work with the Researcher Association and to provide ongoing training and development opportunities.	Annual Review, June 2012	Research Office
2.2	Staff on fixed term contracts are treated no less favourably than staff on indefinite contracts. We follow the principles of the Fixed term employees regulations and JNCHEs guidance on fixed term contracts: (http://www.ucea.ac.uk/ucea/filemanager/root/site_assets/jnches/JNCHEs Fixed-Term_Guidance.pdf)	Review how Researchers are made aware of available opportunities.	March 2012	HR and Research Office
2.3	Research managers are responsible for carrying out an annual appraisal and are requested to explore with their staff their future aspirations. The College makes managers aware of their responsibilities through publication of The Concordat (http://www.researchconcordat.ac.uk/documents/concordat.pdf) and Code of Practice (http://www.rvc.ac.uk/ResearcherAssociation/documents/Concordat_CoP.pdf). The College also runs a mandatory on line Equality and Diversity training course for all new starters which is also recommended to current staff in post. http://www.rvc.ac.uk/HR/EqualityAndDiversity/edtraining.cfm We have the special reward panel which is held once a quarter where managers can nominate their staff to receive financial recognition. http://www.rvc.ac.uk/HR/shared/srp.cfm	A series of Researcher Career Development days are planned for 2011 – 2012. We will monitor user satisfaction and feedback from the Researcher community.	2011/12	HR and Researcher Association
2.4	There is limited bridging funding to support continuous employment between grants where this is appropriate. Our end of fixed term contract procedures also stipulate that we must actively look for redeployment opportunities to try and retain people in our employment.	Support the systems for bridging funding already in place and ensure Managers and PIs are aware of the procedures.	Ongoing	Academic Department, Research Office and HR
2.5	Our pay scales were developed as part of the National Framework agreement. Researchers receive their increment on their anniversary date as opposed to 1st	Ongoing assessment and review of activities and policies against	Ongoing	RCWG

Principle	Current Compliance	Further Actions	Time scale	Accountability
	August which is when all other staff receive their increment. Researchers approaching the end of a fixed term contract are contacted by HR and notified of their options in a personal interview.	best practice in the sector.		
2.6	Researchers have opportunity to develop key skills through access to researcher and Staff Development Training programmes and the opportunity to participate in small group teaching, undergraduate tutoring and research project supervision at various levels.	We are currently creating a Career Development Framework for early stage researchers. We are examining ways to formally train, measure and acknowledge the contribution of Researchers to teaching and supervision activities.	July 2012 Summer 2012	RCWG RCWG
3 & 4: SUPPORT AND CAREER DEVELOPMENT: 3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment & 4. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.				
3.01	We provide a training programme which is aimed at enhancing the specific skills of researchers and which is part of a continuum with Graduate School and Academic staff development training programmes. The Vitae Researcher Development Framework provides a structure for our training programme. Much of our training also focuses on transferable skills such as presentation skills, assertiveness, interview and commercial awareness skills. http://www.rvc.ac.uk/HR/Employees/trainprog.cfm	Ongoing assessment and review of activities and policies against best practice in the sector and through consultation with the Researcher Association.	Annual Review, next in July 2012	Head of Graduate School, VP Research, HR and Researcher Association
3.02	Our training programme demonstrates that we support a broad minded approach to developing skills which are transferable and therefore assist mobility of employment. In addition the research section of the training programme, research staff are also welcome to enrol on the various other courses that the College runs such as management training.	Ongoing work is required to maintain a broad-minded approach amongst senior Academics. To create a Researcher Career Development Framework and case study exemplars to reflect the diversity of possible & actual career destinations.	Reviewed Jan and July 2012 July 2012	RCWG RCWG

Principle	Current Compliance	Further Actions	Time scale	Accountability
3.03	The College provides diverse key skills training opportunities through the Researcher and Staff Training programmes.	The activities of the Researcher Association in delivering seminars exploring career destination diversity is supported through promotion, administrative support and funding.	Annual Review, next in July 2012	HR and Researcher Association
3.04	The College currently provides a Career Advisor one day a week purely for the use of undergraduate or taught course students.	We will review whether we can use Careers Advisors for Researchers. A series of 3 Researcher Career Development days are scheduled for 2011 – 2012.	2011/2012	HR
3.05	We have a reward page on the HR intranet (http://www.rvc.ac.uk/HR/Employees/rewardingstaff.cfm) which clearly explains the various means and processes for rewarding staff. Although we have a process for academic promotions, no formal structure exists for other groups of staff.	Information on “next destination” choices will be collected and made widely available.	From Dec 2011	HR
3.06	We currently have a well structured induction programme which enables new staff to get to grips with the organisation and its policies and procedures (http://www.rvc.ac.uk/HR/Employees/induction.cfm). The workbook in the induction programme encourages managers to map out any training needs to become more effective in their role.	The current Manager and Researcher versions of the Induction workbooks will be updated to include sections on The Concordat, RVC Code of Practice, the Researcher Association and the RDF. Web links to these information points will be clearly signposted on the intranet.	Dec 2011	HR
3.07	Researchers have the opportunity to attend grant application training to gain experience in this area even though their current post does not require them to submit grants. They can prepare applications for our Internal Grants Scheme which are sent out for external peer review. In exceptional cases small grants are awarded	We are currently creating a Career Development Framework for early stage researchers which will highlight key skills needed and	July 2012	RCWG

Principle	Current Compliance	Further Actions	Time scale	Accountability
	<p>for which post-docs take full responsibility in managing the budget. Researchers also have the opportunity to participate in the supervision of research projects at various levels.</p> <p>We also run a competition for funding to run a public engagement event. If successful they manage the budget and co-ordinate the event themselves with the support of KT staff within RVC-Enterprise team.</p>	<p>the diversity of possible career destinations.</p> <p>We are examining ways to formally train, measure and acknowledge the contribution of Researchers to supervision and teaching activities.</p> <p>The internal seminar programme is being reviewed with the intention of making it a more effective platform for Researcher development.</p>	Review July 2012	
3.08	<p>Our Code of Practice for Researchers requires that they produce a personalised career development plan as part of their appraisal. The Vitae Researcher Development Framework is one tool that Researchers can use to assist with creating their personal plan.</p> <p>Mentoring is taking place informally at local levels. The College has a mentoring scheme which is open to all groups of staff (http://www.rvc.ac.uk/HR/Employees/mentoring.cfm). We provide training for anyone wishing to be a mentor. We ask all members of staff at their appraisal if they wish to be involved in the mentoring process. Last year we revised and circulated the mentoring guide booklet to all members of staff so that they were fully informed of the process.</p>	<p>We will investigate mechanisms to review whether development plans are completed and maintained.</p> <p>We maintain a database of potential willing mentors. We will update the Code of Practice to emphasise that Researchers are encouraged to be proactive in approaching potential mentors either individually or through the HR administered Mentoring Scheme.</p>	Dec 2012	HR and Principal Investigators
3.09	<p>The Concordat and the RVC Code of Practice make it clear that key skills development is essential and beneficial to both Researcher career development and success of ongoing projects.</p> <p>The Robert's agenda recommended in the region of 10 days training each year for PhD students while RVC policies recommend at least 3 days training/CPD each year for Academic staff.</p>	It is expected that Researchers are encouraged to participate in training and CPD activities at a level not less than that expected for Academics.	July 2012	RCWG

Principle	Current Compliance	Further Actions	Time scale	Accountability
3.10	<p>The College operates an Annual Appraisal process and provides training for appraisers and appraisees which encourages an honest dialogue to take place during the appraisal. We are currently in the process of reviewing the appraisal process with a commitment to taking a more developmental approach to appraisal.</p> <p>In the Code of practice researchers are encouraged to take ownership of their own career development but it is also made clear to PIs that they have a responsibility to support them in this.</p>	<p>Ongoing support of the Researcher Association and promotion of career development approaches including use of the RDF.</p> <p>Provision of Career Development days scheduled for 2011 – 2012.</p>	<p>Jan 2012</p> <p>2011/12</p>	<p>RCWG</p> <p>HR</p>
3.11	<p>All Researchers have access to any training courses provided in the staff training programme which covers the full range of Academic skills. They also have the opportunity to go on external courses which may be more specific to their role which could include CPD schemes from other employing organisations. This is achieved through applying for 50% funding. The individual would need to have the support of their line manager to attend the course and there would need to be a justified business reason for attending. Once this is approved HR will pay 50% and the department would pay for the remaining 50%.</p>	<p>Continue to make Researchers aware of their eligibility to participate in Staff Training Programme in addition to Researcher training.</p>	<p>Ongoing</p>	<p>Principal Investigators</p> <p>HR</p>
3.12	<p>Researchers are provided with teaching opportunities and the necessary training for the style of teaching they are involved in.</p>	<p>We are examining ways to formally train, measure and acknowledge the contribution of Researchers to supervision and teaching activities.</p>	<p>Review July 2012</p>	<p>RCWG</p>
3.13	<p>As a result of our first annual review of the Concordat it was agreed that a Researcher could attend the Academic Board where policies and practices are discussed.</p>	<p>Review of Departmental Committee and communication structures to identify best practice and replicate this through the College.</p>	<p>Dec 2011</p>	<p>RCWG</p>
3.14	<p>The College has a Mentoring Scheme and has issued revised Guidelines in 2011. We also run a ‘Supervision and Mentoring skills for Researchers’ training course and maintain a database of willing mentors.</p>	<p>The Code of Practice will be updated to emphasise that Researchers are encouraged to be proactive in approaching potential mentors either individually or through the HR administered Mentoring Scheme.</p>	<p>June 2012</p>	<p>HR</p>

Principle	Current Compliance	Further Actions	Time scale	Accountability
		We are exploring the possibilities of operating this jointly with other Bloomsbury Colleges. We are looking at ways to harness the experience of directors of companies in LBIC to provide advice to researchers – perhaps as mentors if researchers are interested in a career in Industry.		
5: RESEARCHER'S RESPONSIBILITIES: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.				
5.1	As an academic institution all staff are encouraged to do the above.	Ongoing review of the Training and Development workshop programme in response to Researcher needs and best practice in the sector.	Annual review, July 2012	HR
5.2	As part of our training programme we run 'Working with Industry', a practical workshop for Academic researchers. We also run 'Public Engagement and Media interaction'. 'Engage your public' and 'Commercial Awareness for Career Development' workshops.	As above.	Annual review	HR
5.3	The RVC has a number of values embraced by all staff including honesty and integrity. They apply to all areas of College activity. In addition, the College complies with the Joint Code of Practice on Research through its local Good Research Practice policies which set the standard of record keeping and verification of data and the honesty and integrity that is a requirement of all researchers. Ethical behaviour is required through our Ethics and Welfare committee who oversee research involving experimental animals, clinical patients and human subjects. Permission for such projects requires appropriate justification and informed consent in an underlying principle. Our project approval policy requires internal peer review and institutional approval to ensure ethical approval has been obtained if necessary. Our culture is one of disseminating results to our peers through publication and to stakeholders through engagement in other ways.	Ongoing assessment and review of activities and policies against best practice in the sector.	Ongoing	Research Office

Principle	Current Compliance	Further Actions	Time scale	Accountability
5.4	We place emphasis on development of transferable skills in Researchers. Postdoctoral Researchers have excellent problem solving skills. They are good in written and oral communications. As the next stage in their development they learn to manage a team and a complex project which requires multidisciplinary skills. Their IT skills develop to a higher level and their interpersonal communication skills progress so they develop the capability at communicating with people with all levels of understanding. These generic skills will prepare them for a range of different jobs at managerial level, in industry, government, charities and academia.	As above.	Ongoing	Research Office
5.5	The Code of Practice makes it clear that Researchers need to take ownership of developing their own career and that the PI has a responsibility in supporting them in achieving this. The appraisal scheme and the College training programme are mechanisms by which they can achieve this. Researchers are supported through regular updates about the Researcher Training programme and of the availability of tools such as the Researcher Development Framework.	Investigate further ways of using the Vitae Researcher Development Framework as a tool to support Researchers managing their own career development.	Summer 2012	HR
5.6	The appraisal scheme encourages both the Researcher and the PI to discuss career development requirements on an annual basis and for this to be reviewed at a mid term appraisal.	We will investigate mechanisms to review whether career development plans are completed and maintained.	Summer 2012	Principal Investigators and Researchers
6: DIVERSITY AND EQUALITY: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.				
6.1	The College is committed to equality of opportunity for all members of staff. We have engaged with staff (and other stakeholders) which has enabled us to update our individual equality scheme and action plans and replace them with a Single Equality Scheme and Action Plan. The College has also created an Equality Strategy Group, which is made up of representatives from across the College - this allows the College to harmonise its effort in promoting equality, assessing the impact of policies and/or procedures on certain groups and ensures there is a coherent approach to dealing with any equality issues. All new staff are required to participate in online Equality and Diversity training (http://www.rvc.ac.uk/HR/EqualityAndDiversity/singleequalityscheme.cfm).	Ongoing assessment and review of activities and policies against best practice in the sector.	April 2012	Equality Strategy group
6.2	The College is using on line recruitment to recruit staff and it is with this state of the art e-technology which ensures our research positions are available to the widest pool of talent across the world (subject to UK Border Agency legislation). We are	Ongoing assessment and review.	Annual Review, July 2012	HR

Principle	Current Compliance	Further Actions	Time scale	Accountability
	also committed to retaining talent and, in line with the fixed term regulations, we actively seek alternative employment or further funding for anyone coming to the end of a fixed term contract. Recruitment Toolkit: http://www.rvc.ac.uk/HR/Managers/recruitmenttoolkit.cfm			
6.3	The College advocates removing obstacles for staff progression and retention – there are a number of initiatives to achieve this aim including, signing up to the Disability ‘Two Ticks’ Standard, which ensures we go above and beyond for applicants and staff who have a disability. The College also offers generous family leave entitlement and pay, which covers adoption, maternity and paternity leave as well as the opportunity to request flexible working for carers of children or adults. http://www.rvc.ac.uk/HR/EqualityAndDiversity/Index.cfm	Ongoing assessment and review of activities and policies against best practice in the sector.	Ongoing	HR
6.4	Although the College does not actively encourage flexible working, there are a number of initiatives and policies available for staff to take advantage of including generous family leave entitlements and pay. http://www.rvc.ac.uk/HR/Employees/familyfriendly.cfm	Ongoing assessment and review of activities and policies against best practice in the sector.	Annual review, July 2012	HR
6.5	Staff who have been absent due to maternity leave have the right to request flexible working as do staff who have a caring responsibility for adults. The majority of requests are agreed - all requests, as a minimum, are considered carefully and if not agreed, clear reasons are given to staff. Staff also have the option to reduce working hours/work condensed working patterns (subject to agreement). These are all seen as useful tools in retaining talent.	Ongoing assessment and review of activities and policies against best practice in the sector.	Annual review, July 2012	HR
6.6	The College does not, as standard, cost Maternity, Paternity and Adoption pay as part of the full costing for grants because different funding bodies have different rules relating to this. However, if a member of staff wishes to take maternity, paternity or adoption leave, if the cost has not been factored into the full costing of the grant, the academic department will pay the relevant amount.	Ongoing assessment and review of activities and policies against best practice in the sector. Review inclusion of full costing in relevant budget allowances.	Ongoing By Dec 2012	HR Finance and relevant academic department
6.7	Our Equal opportunity policy underpins our recruitment policy and aims to ensure there is a diversity balance in our workforce. All recruitment and selection will be based on appointment of the best candidate for the post irrespective of age, disability, ethnic origin, gender reassignment, marital or civil partnership status, nationality, pregnancy or maternity status, religious belief, sex or sexual orientation. Our aim is for the workforce of the College to reflect the make-up of potential	The Equality Strategy Group will continue to inform and influence policy and practice within the RVC.	Annual review	Equality Strategy Group

Principle	Current Compliance	Further Actions	Time scale	Accountability
	candidates from the appropriate recruitment market, be that local, national or international in character. As far as possible, our recruitment and evaluation panels and committees are reflective of the diversity at the College.			
6.8	As point 6.3 - the College has introduced an ongoing programme of carrying out equality impact assessments on all policies and practices, which allow us to monitor the impact of our policies on specific groups and suggest actions to mitigate those impacts.	Ongoing assessment and review.	Annual review	Equality Strategy Group.
6.9	The College operates a zero tolerance approach to bullying and harassment. The mechanism we use for dealing with the above is the 'Dignity at Work policy' (http://www.rvc.ac.uk/HR/Employees/dignityatwork.cfm). Supporting this policy we also have trained Harassment Advisors that staff can contact for advice and support.	Ongoing assessment and review of activities and policies against best practice in the sector.	Ongoing	HR and Principal Investigators
6.10	The College is in the process of applying for the Athena SWAN Charter bronze award. We are at an early stage of the project with the aim of being in a position to submit an application in 2012. The College is an active member of the Bloomsbury Diversity Group, which allows us to share ideas and initiatives as well as discuss issues which other institutions may have dealt with previously.	Submit application to Athena SWAN as scheduled.	Nov 2012	HR
7: IMPLEMENTATION AND REVIEW: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.				
	<p>The Research Concordat Working Group (RCWG) has been established to embed the Concordat in the College and to review the College's responsibilities under the seven Principles. As a result of this Code of Practice was developed and has been implemented.</p> <p>Another outcome of this working group was that a Researcher Association was established and led by Researchers with support from HR.</p> <p>A year after the Code was launched we sought feedback from staff with regard to how well the Concordat had been implemented into the College. This was achieved by online survey of and focus group meetings with PIs and early career researchers.</p> <p>We also use the CROS and the PIRLs surveys.</p>	The RCWG has cross departmental representation at Researcher level in addition to PI representation, Head of Graduate School, Vice Principal of Research and Director of Human Resources. This group will meet twice a year to review progress towards Concordat principles, to consider feedback from the Researcher Training programme, feedback from the Researcher Association and CROS results.	Reviewed Jan and July 2012	RCWG

Glossary

RVC	Royal Veterinary College
RCWG	Researcher Concordat Working Group
CoP	Code of Practice and Guide to the Management and Development of Researchers
PI	Principal Investigator
VP	Vice Principal
HR	Human Resources
BOS	Bristol Online Surveys system
CROS	Careers in Research Online Survey
PIRLS	Principal Investigators and Research Leaders Survey
CIPD	Chartered Institute of Personnel and Development
RDF	Researcher Development Framework (http://www.vitae.ac.uk/researchers/428241/Researcher-Development-Framework.html)
Vitae	National organisation supporting Researcher career development (See http://www.vitae.ac.uk)