

HR Excellence in Research Award Action Plan (2015-2017)
The Courtauld Institute of Art, London

Concordat Principle	Clauses	What we do already	What we need to do	Who is responsible	Delivery Date
<p>RECRUITMENT AND SELECTION 1. Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</p>	<p>1. All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.</p>	<p>The Institute's Strategic Plan states that it aims to retain and recruit top quality scholars and to enhance the opportunities for faculty, curators and specialist staff to undertake individual and collaborative research.</p> <p>The job description for new researchers always stresses excellence in research.</p> <p>The recruitment process involves submission and scrutiny of published and unpublished work by the entire appointments board.</p> <p>2015-2019 Strategic Plan Summary can be found on The Courtauld website: http://courtauld.ac.uk/wp-content/uploads/2014/11/The-Courtauld-Strategic-Objectives-2015-2019.pdf</p>		<p>Director's Office and Human Resources</p>	

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	<p>2. Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.</p>	<p>The Institute has a transparent recruitment policy (Equal Opportunities policy). These policies apply to all recruitment procedures. The annual statistics are collected globally for Courtauld recruitment in compliance with the 8 characteristics of the Equality Act (2010). The Equal Opportunities Policy can be found on our website: http://courtauld.ac.uk/about/equal-opportunities</p>	<p>The recruitment policies should continue to be maintained. HR will continue to review the current policy regularly.</p>	<p>HR</p>	
	<p>3. Research posts should only be advertised as a fixed-term post where there is a recorded and justifiable reason.</p>	<p>All research posts relate to strictly defined and externally funded principles, which are set up and governed by the funder. The following list includes fellowships, which are led by The Courtauld: 1. Sackler Research Forum Postdoctoral Fellow 2. Research Forum Postdoctoral Fellow (Mellon MA) 3. Caroline Villers Research Fellowship 4. Henry Moore Foundation Postdoctoral Fellow</p>	<p>The external funders should be informed formally that The Courtauld Institute of Art is compliant with the seven principles of the Concordat.</p> <p>Work with Development and trusts and charities to increase the number and range of postdoctoral fellowships that we</p>	<p>HR and the Research Forum Team</p>	<p>Autumn 2016</p>

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		<p>For a full list of postdoctoral opportunities, eligibility and criteria see: http://courtauld.ac.uk/research/research-forum/grants-fellowships)</p> <p>Previous fellowships hosted by The Courtauld have included:</p> <ol style="list-style-type: none"> 1. Leverhulme Early Career Fellowship 2. British Academy Postdoctoral Fellowship 3. Henry Moore Foundation Postdoctoral Fellowship 4. Marie Curie Research Fellowship 5. Wingate Scholar Fellowship 6. Social Sciences and Humanities Research Council of Canada Fellow. 7. Terra Foundation for American art <p>For a full list of previous fellows. Eligibility and criteria, please follow the link to our Fellows Archive: http://courtauld.ac.uk/research/research-forum/research-forum-people/fellows-archive</p>	<p>offer, and thereby to facilitate the transition from student to research professional.</p>		
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	<p>4. To assure fairness, consistency and the best assessment of the candidates' potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant recent training. Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development.</p>	<p>The Courtauld Institute of Art is a single-discipline small institution. The diversity of recruitment and progression panels is always appropriate and done to the best of our ability. Feedback is offered to all candidates who are invited for interview. The Courtauld will continue to ensure that training in recruitment and selection is offered to all members of staff who are involved in the recruitment process.</p> <p>Introduction of a new e-recruitment system and online training for all staff on equal opportunities, Equality Essentials, made available in Summer 2015.</p>	<p>Continue to ensure that all new staff undergo online Equality Essentials training course. Provision of training will be reviewed in line with good practice and statutory obligation.</p>	<p>HR</p>	<p>Autumn 2016</p>
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	5. The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organisation.	Current policy and practice are compliant with the Concordat and reflect the Institute's compliance with the HERA job evaluation framework.		HR and line manager or the post holder.	
RECOGNITION AND VALUE 2. Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.	1. Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.	All HR policies are non-discriminatory, fair and transparent. The availability of training to short-term contract staff is provided if the necessity is identified. The training is subject to the time frame and availability of resources. Training needs are reviewed in mentoring sessions. Staff are invited to evaluate any training received. Recent example: Klara Kemp-Welch (AHRC Early Career Research Fellow, The Courtauld Institute of Art, 2013/14) received support to undertake Russian language courses (ongoing). The ECR network was established in Autumn 2015. Its aim is to build a community of early career academic staff who may be	The ECRs are embedded as a vital part of the Institute's Research Strategy, which articulates the strategic priorities for research at The Courtauld in the five years leading up to 2020. A key aim of the strategy is to develop a sustaining research culture. Ensure that Researcher Development Frameworks are incorporated into the Research Strategy 2015-2020. The Research Strategy will be made available online in 2016. The ECR network will	HR, RF and ECR network	Autumn 2016

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		<p>aspiring to, or sustaining, a research career through a series of teaching contracts and fellowships (early career staff who are 'engaged' in research). This would include research students, Postdoctoral Fellows, and Visiting Lecturers plus ECR teachers. The ECR network will identify and commission training opportunities. The ECR network is chaired by Head of Research.</p>	<p>regularly identify and commission training, which responds to the community's own priorities, including employability skills, grant writing, 'alternative academic' (#AltAc) careers, and media training.</p>		
	<p>2. Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations (2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide</p>	<p>This forms part of all HR policies.</p>	<p>HR policies are updated regularly as required.</p>	<p>HR</p>	

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	benefits for researchers, research managers, and their organisations.				
	3. Research managers should be required to participate in active performance management, including career development guidance, and supervision of those who work in their teams. Employers should ensure that research managers are made aware of, and understand their responsibilities for the management of researchers and should provide training opportunities, including equality and diversity training, to support research managers in doing this. Institutions will wish to consider how research managers' performance	<p>Researchers at The Courtauld are assigned two or three mentors: 1) Head of Research or the Early Career Lecturer with Special Responsibility for Research Administration as the overall mentor; 2) Subject specialist mentor for personal research; and 3) Teaching mentor (if required).</p> <p>Researchers will meet with Head of Research once every six months and once a term with the Subject Specialist / Teaching mentor (at the start of post, midway through any teaching term and at the exam setting stage of the academic year).</p> <p>Mentoring involves identification of interim targets of the research project, as well as periodic review of these targets. Further, advice is provided in the areas of professional activity, such as</p>	<p>Current mentoring and training procedures should be reviewed annually.</p> <p>Upload mentoring and review forms online.</p>	Dean and Deputy Director and Head of Research	Autumn 2016

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	<p>in these areas is developed, assessed and rewarded, and how effectively this supports good research management.</p>	<p>writing, publishing, and conference participation. The teaching mentor will provide advice on assessment, exam setting techniques and feedback requirements. Mentoring also addresses career aspirations. Advice is given about time management, juggling of multiple roles and freelance opportunities.</p> <p>Recent examples to illustrate mentoring include: Sara Beth Levavy (A. W. Mellon / Research Forum postdoctoral fellow (Mellon MA) 2013-14) had three mentors: Professor Caroline Arscott as the Head of Research and overall mentor; Dr Rebecca Arnold as the personal research mentor; and Dr Gavin Parkinson as the teaching mentor.</p>			
	<p>4. Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants, other schemes for supporting time</p>	<p>There are Visiting Lecturer and Public Programmes opportunities for all researchers on a freelance basis. All researchers become members of the Courtauld Association</p>	<p>Make steps to develop guidance for researchers on next steps after current funding ends. Incorporate this into the ECR network aims and objectives.</p>	<p>HR and Research Forum Team</p>	<p>Autumn 2016</p>

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	<p>between grant funding, or systems for redeploying researchers within organisations where resources allow. Funders are expected to make it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective.</p>	<p>(http://www.courtauldassociation.com), which provides an online link to job and internship opportunities. It also runs the Courtauld Association Careers Certificate (http://www.courtauldassociation.com/?page=CACC), which includes sessions for postdoctoral researchers. RECENT examples to illustrate continuity of employment:</p> <p>Klara Kemp-Welch started at The Courtauld as an Early Career Leverhulme Fellow (Sep 2009 – Aug 2012); In 2012-13, she was employed as Lecturer in Modern and Contemporary Art (The Courtauld Institute of Art). The provision of mentoring and training has enabled Klara Kemp-Welch to take advantage of the opportunities that have arisen for continuity of her employment at The Courtauld. She currently holds a 9 month AHRC Early Career Fellowship and will be taking up a Lectureship in 20th Century Modernism in June 2014 (both at The Courtauld).</p>			
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		<p>Other examples of researchers who have been enabled to take up positions within and beyond The Courtauld:</p> <p>Jim Harris: started at The Courtauld Institute of Art as an Andrew W Mellon Research Forum Postdoctoral Fellow (Activities Co-ordinator) Jan – Dec 2011; followed by a 9 month Caroline Villers Fellowship, The Courtauld Institute of Art (from Jan 2012). Currently, Jim Harris is an Andrew W Mellon Foundation Teaching Curator at the Ashmolean Museum, Oxford (since Oct 2012).</p> <p>Ellery Foutch: started at The Courtauld Institute of Art as a Terra Foundation for American Art Postdoctoral Teaching Fellow (Sep 2013 – July 2015). She left her fellowship early (Aug 2014) to take up a tenure-track Assistant Professor position at Middlebury College, Vermont.</p> <p>Michael Carter: was the 2014 Andrew W Mellon Foundation / Research Forum Postdoctoral Fellow (Activities Coordinator). After</p>			
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		<p>a year in the fellowship post, Michael took up the Senior Property Historian position at English Heritage.</p> <p>Jack Hartnell: was the 2015 Research Forum Postdoctoral Fellow. He left after 6 months to take up a Lecturer and Mellon Fellow position at the Department of Art History and Archaeology Columbia University, NY.</p>			
	<p>5. Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework.</p>	<p>Where external funder constraints do not prevent it, the salary is negotiated on the basis of previous experience.</p> <p>All members of staff are eligible for salary increments and national pay awards.</p>		HR	

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	6. Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.	Where opportunities for progression occur, researchers are given every opportunity to apply and encouraged to do so. Recent example: Klara Kemp-Welch started at The Courtauld as an Early Career Leverhulme Fellow (Sep 2009 – Aug 2012); In 2012-13, she was employed as Lecturer in Modern and Contemporary Art. She currently holds a 9 month AHRC Early Career Fellowship and will be taking up a Lectureship in 20th Century Modernism in June 2014.		HR	
SUPPORT AND CAREER DEVELOPMENT 3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.	1. It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position. It is, therefore, imperative that researcher positions in the UK are attractive in themselves (and not, for example, solely as potential stepping stones to permanent	The Institute provides career development training through mentoring, skills training and Research Forum opportunities. Recent examples of research project and conference organisation include: Ayla Lepine, the 2012 Research Forum Postdoctoral Fellow (Research Activities Coordinator) organised a research project during her fellowship. Her project, 'Revival: Utopia, Memory,	To commission training, through the ECR Framework, that responds to this community's own priorities, including employability skills, grant writing, 'alternative academic' (#AltAc) careers, and media training.	Research Forum Team	

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	academic positions). This requires that they provide career development which is comparable to, and competitive with, other employment sectors.	Identity' included a workshop, conference, lecture series and online exhibition. The project was published in the Courtauld Books Online series as a co-edited volume of essays in October 2015.			
	2. A wide variety of career paths is open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.	There are a number of training sessions for graduate students, postdoctoral fellows, and researchers, which touch on the subject of job application, interview and research development. Researchers are invited to attend relevant Research Skills Training workshops organised by the Head of Research Programmes. These include sessions on teaching art history, presenting work at conferences, publishing, and postdoctoral opportunities, as well as career opportunities outside beyond academia. Other training sessions are organised by the Courtauld Association Career Centre (http://www.courtauldassociation.com).		Research Forum Team and Courtauld Association Career Centre	
	3. Employers, funders and researchers recognise that	The Research Forum offers many opportunities for developing transferrable		Research Forum Team	

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	<p>researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the communication and other professional skills that they will need to be both effective researchers and highly - skilled professionals in whatever field they choose to enter.</p>	<p>skills. It provides opportunities to organise public events and conferences at The Courtauld, whilst also offering mentoring and training for this. There are publishing opportunities via Courtauld Books Online. Researchers can propose to organise events at the Research Forum. If successful, they will be offered guidance on how to prepare a budget, identify possible funding bodies, schedule a one or two-day international conference, organise publicity and run the event. Advice is provided by Head of Research, Early Career Lecturer with Special Responsibility for Research Administration, Research Forum Administrative Officer and Events Coordinator. Researchers can approach Courtauld Books Online with a book proposal, which is based on their research project or a Research Forum Event. The series includes research publications that emerge from Courtauld Research Forum events and Courtauld projects involving an array of outstanding scholars from art</p>			
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		<p>history and conservation across the world. http://courtauld.ac.uk/research/courtauld-books-online</p> <p>During her time as the 2013 Research Forum Postdoctoral Fellow (Research Activities Coordinator) at The Courtauld Institute of Art Meredith Brown led a research project, 'Collaboration and its (Dis)Contents', designed for a group of early career scholars and advanced doctoral students based in London and New York who are interested in using digital technologies to explore collaboration as both an artistic enterprise and a scholarly method. The output of this project will be a co-edited volume published in the Courtauld Books Online series in Spring 2016. On completion of her fellowship, Meredith was awarded the Chester Dale Fellowship, which is hosted by Department of Modern and Contemporary Art (2013-2014).</p>			
	4. All employers will wish to review how their staff can access	Researchers have access to The Courtauld student	Undergo review of current opportunities	HR and Research	Autumn 2016

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	professional, independent advice on career management in general, particularly the prospect of employment beyond their immediate discipline base, or offering training and placements to broaden awareness of other fields and sectors.	services and careers service.	in the new year	Forum Team	
	5. Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies should assist researchers to make informed choices about their career progression by ensuring that their own policies and processes for promotion and reward are transparent and clearly stated and that all researchers are aware of local and national career development strategies.	All of the Institute's recruitment and progression policies are transparent and objective. Support is provided when appropriate. The Equal Opportunities Policy can be found on our website: http://courtauld.ac.uk/about/equal-opportunities		HR and Research Forum Team	
	6. Employers should provide a planned induction programme for researchers, on	In addition to the first day induction session with the academic mentor and HR, The	Ensure review meetings are recorded formally on review	HR and Dean and Deputy Director	Autumn 2016

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	<p>appointment to a research post, to ensure early effectiveness through the understanding of the organization and its policies and procedures. They should also ensure that research managers provide effective research environments for the training and development of researchers and encourage them to maintain or start their continuous professional development.</p>	<p>Courtauld has a transparent induction and probationary period policy, which requires line managers/mentors and new employees, including researchers, to have regular review meetings during the probationary period, to set agreed objectives, identify development opportunities or other support required, and for each meeting to be recorded formally on the review forms. This enables both the researcher and the line manager to monitor and assess progress, to identify and make any adjustments required to assist the new researcher to gain an understanding of the organisation's policies and procedures, and so assist the new researcher to become an effective member of the organisation at an early stage of their employment with The Courtauld.</p> <p>The Induction and probation policies are available for all staff to review online (VLE).</p>	<p>forms. Upload review forms to the staff resources online repository.</p>		
	<p>7. Employers and funders will wish to consider articulating</p>	<p>Researchers are given an opportunity to organise and</p>		<p>HR and Research</p>	

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	<p>the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those skills. For example, researchers may be given the opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.</p>	<p>run large-scale public events and conferences at The Courtauld's Research Forum. Mentoring is provided on how to prepare a budget, secure external funding and other logistical questions. William McManus was the Terra Foundation for American Art Postdoctoral Fellow 2012-13. During his fellowship, he organised a one-day international conference, 'Historical Displacements and Vital Narratives After the American Century', held on 18 May 2013 at The Courtauld. He received training and mentoring from the Research Forum team on how to prepare a budget for a large-scale international conference and run an academic event on this scale at The Courtauld.</p> <p>Postdoctoral researchers take part in the graduate training programmes and take a leading role in workshops on the PhD viva and postdoctoral opportunities. Michael Carter, who was the 2014 Andrew W Mellon Foundation / Research Forum Postdoctoral Fellow</p>		<p>Forum team</p>	
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		(Activities Coordinator) has actively participated in a number of postgraduate training sessions, which are geared towards enhancing the skills of current PhD students in writing and publishing, submission and viva, and applying for postdoctoral fellowships. Michael Carter acted as a representative of the MA, GDHA, research student and postdoctoral population of The Courtauld, chairing the Postgraduate Advisory Group and consulting with postgraduates as to current and future Research Forum activities and initiatives.			
	8. Employers also should provide a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance for the personal and	<p>Researchers are encouraged to identify their training needs in conversation with their appointed academic mentor. The ECR network runs regular workshops and briefing sessions.</p> <p>The Courtauld actively encourages and provides appropriate training to postdoctoral fellows, for example, all postdoctoral fellows involved with BA</p>	To review all career development training for researchers and make available through the ECR network.	Research Forum Team	Autumn 2016

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	<p>professional development of researchers. All researchers should be familiar with such provisions and arrangements.</p>	<p>admission interviews attend a Fair Selection of Students interview workshop, to ensure that they become more knowledgeable about the importance of diversity and equal opportunities, which forms part of The Courtauld's commitment to widening participation.</p>			
	<p>9. Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity, so far as is possible within the project. It should be stressed that developmental activity can often have a direct impact on the success of the project, by distributing work, taking advantage of individual strengths and talents, and increasing the skill and effectiveness of researchers in key areas such as writing for publication or communicating with a</p>	<p>Continuing Professional Development training is offered in the form of mentoring.</p> <p>Courtauld Books Online, established in June 2013, provides publishing opportunities for researchers at The Courtauld Institute of Art.</p> <p>As part of The Courtauld's commitment to continual professional development, we have arranged for an HEA consultant, Professor Mick Healy, to lead a workshop on the Higher Education Academy (HEA): Fellow route. The 2-hour workshop took place on 26 June 2014 and was open to all staff and</p>	<p>Review and identify CPD training opportunities.</p>	<p>HR and Research Forum Team Line manager.</p>	<p>Autumn 2016</p>

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	wider audience. Funding bodies acknowledge that the training of researchers is a significant contribution to research output and they encourage employers and mentors to adopt these practices.	research students. Other professional opportunities are advertised to the ECR network and all teaching staff by email as and when these become available.			
4. The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.	10. Researchers should be empowered by having a realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices at the appropriate times. Employers should introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is important that researchers have access	The Courtauld has an annual institute-wide performance management and appraisal system.		HR and Head of Research And other academic managers	

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	to honest and transparent advice on their prospects for success in their preferred career.				
	11. Employers will wish to ensure that developmental activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not unduly disadvantaged when moving from one employer to another.	There are a number of training opportunities in teaching and administration which are open to all researchers, as well as Best Practice sessions which are open to all staff.		HR and Research Forum Team	
	12. Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development, suitable training and support is provided.	Teaching opportunities are available to researchers and there is a two-day training session that runs at the end of the Summer Term.		HR, Head of Research Programmes, Research Forum Team and Dean and Deputy Director	
	13. Employers and researchers can often	Researchers are represented	Review researcher	Head of	Autumn

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	benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation or management committees.	on all Faculty meetings, the Academic Board and on the Concordat Implementation Group.	representation on management committees.	Research and Director's Office	2016
	14. Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement.	Mentoring arrangements are established. See clause 2.3.		Research Forum Team	
RESEARCHERS' RESPONSIBILITIES 5. Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.	1. Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.	These expectations are outlined in the Job Description and reviewed by the academic mentor.		HR	
	2. Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of	The Courtauld Institute of Art is a member of Creativeworks London, which offers a number of opportunities for researchers through a number of Creative Internships and collaborative projects. As a		Research Forum Team	

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	<p>research for the benefit of their employing organisation, as well as the wider society and economy as a whole.</p>	<p>member, The Courtauld has access to a number of training schemes. http://www.creativeworkslondon.org.uk/phd-in-residence-scheme/</p> <p>The Courtauld Public Programmes department offers short courses, lecture series and other events. Researchers are encouraged to apply for these opportunities. Klara Kemp-Welch and Jim Harris are both teaching courses on the Summer School in July 2014. http://www.courtauld.ac.uk/publicprogrammes/</p> <p>The Courtauld has been involved in a number of successful collaborative events at the Tate and other museums. Dr Maria Kokkori was a Caroline Villers Research Fellow in 2008-2009. During her fellowship at The Courtauld, she also co-organized a study day at the Tate Modern entitled 'Constructivism and the Art of Everyday Life' in March 2009 at Tate Modern on the occasion of <i>Rodchenko &</i></p>			
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		<i>Popova: Defining Constructivism</i> exhibition at Tate Modern (February – May 2009). Since 2013, Maria has been a research fellow at the Art Institute of Chicago.			
	3. Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge.	We have a research ethics policy published on the Virtual Learning Environment website.	To review the research ethics policy and establish a monitoring mechanism for all new researchers.	Head of Research and Director's Office	Autumn 2016
	4. Researchers should also be aware that the skills and achievements required to move on from a research position may not be the same as the skills and achievements which they displayed to reach that position.	This is achieved via an established mentoring system.		HR and Dean and Deputy Director	
	5. Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly, they should identify training needs and actively seek out opportunities for	This is outlined in the Job Description and is monitored via the mentoring system. Research Managers are reminded of their responsibilities at the start of every academic year and the list of mentors is published on		HR and Dean and Deputy Director	

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	<p>learning and development in order to further that career and take personal responsibility for their choices. Research managers and employers also have a responsibility to provide honest advice and appropriate structures, and to equip researchers with the tools to manage their own careers. Research managers should encourage research staff under their supervision to attend appropriate training and career development courses and events.</p>	<p>the Virtual Learning Environment at the start of each academic year.</p>			
	<p>6. Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated throughout the year in discussion with their research manager and mentor, and that they commit themselves</p>	<p>Regular meetings with the mentor and Head of Research are established. See earlier section on timetabling of mentoring.</p>		<p>HR and Research Forum Team</p>	

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	fully to all such activities. Researchers are encouraged to record their Personal Development Planning (PDP) and CPD activities, a log of which may be presented to current and future employers as appropriate.				
DIVERSITY AND EQUALITY 6. Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.	1. The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion. It also requires public bodies to take positive steps to promote equality, based on evidence and priorities, and to develop specific schemes and action plans related to gender, race and disability to address specific issues of underrepresentation or lack of progression.	The Institute recognises the Equality Duty and its Action Plan is regularly updated (last updated in Feb 2014). http://courtauld.ac.uk/about/equality-duty		HR	
	2. As is the case for society as a whole, UK research will benefit from increasing equality and diversity in the recruitment and	The Institute supports the underlying principles of the recruitment and appointments policies, which are outlined in the Equal		HR	

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	retention of researchers. The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.	Opportunities policies and in the Job Description. The Equal Opportunities Policy can be found on the Courtauld website:			
	3. It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups. We strongly recommend that all members of the UK research community actively address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately impact on some groups more than others.	This is addressed in the Research Excellence Framework (REF) Code of Practice, which is published on The Courtauld's Virtual Learning Environment website.	The REF code of practice will be updated for the next REF submission.	Head of Research and Director's Office	2015-2021 (ongoing)

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	<p>4. Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the “early career” period may be prolonged, and this may be a time where the risk of attrition from the research path is most acute. Working conditions should allow both female and male researchers to combine family and work, children and career.</p>	<p>This is established in the general employment policy, which is published on The Courtauld’s intranet. The Courtauld supports flexible working where possible.</p>		<p>HR</p>	
	<p>5. It is important for employers to respond flexibly to requests for changed work patterns and to resist instant</p>	<p>All requests are fully discussed with a view of accepting if possible.</p>		<p>HR</p>	

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	refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently.				
	6. Funders should continue to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity leave.	Where The Courtauld funds any research these principles are automatically built in.		HR	
	7. Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career	These principles are followed to the best of our ability, with inbuilt size and subject constraints.		HR	

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	<p>stages. Diversity should be reflected on selection and evaluation committees. What is 'representative' will vary according to the nature of the institution and the academic research subject, but institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below.</p>				
	<p>8. Account should also be taken of the personal circumstances of groups of researchers. Examples would include researchers who have responsibility for young children or adult dependants, researchers for whom English is not a first language, older or younger researchers, or</p>	<p>Where the need for training is identified, training is provided where the time and resources are available. The Royal Literary Fund Fellow is available to provide help with writing for researchers for whom English is not a first language.</p>		<p>HR and Research Forum Office</p>	

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	<p>researchers with disabilities and long-term health issues. Employers and funders should change policies or practices that directly or indirectly disadvantage such groups.</p>				
	<p>9. All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties.</p>	<p>These principles are outlined in the Terms and Conditions of Employment.</p>		HR	
	<p>10. Employers should also consider participation in schemes such as the Athena SWAN Charter, the Juno Project and other initiatives aimed at promoting diversity in research careers.</p>	<p>The Institute is aware of these schemes, which are currently under review and we will take full advantage where appropriate. The SWAN Charter does not apply.</p>	<p>The Institute will continue to review possible opportunities.</p>	HR	Autumn 2016

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<p>IMPLEMENTATION AND REVIEW</p> <p>7. The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.</p>	<p>1. The implementation of the Concordat's principles will lead to greater integration of researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.</p>	<p>Implementation of the principles of the Concordat will continue to undergo review regularly.</p>		<p>Research Forum Team</p>	
	<p>2. The signatories agree:</p> <p>a. to constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation of the funders and sector bodies including the Professional Institutions. This group will inform the UK Research Base Funders' Forum of progress.</p> <p>b. to procure an</p>	<p>The Concordat Implementation Group (CIG) was established in October 2013. This group includes Head of Research, Head of Human Resources, a selection of ECR members of faculty and current researchers. At the December 2013 International Advisory Board meeting, Neil Cox was confirmed as the independent chair of the Concordat Implementation Group. The CIG reports to the Research Forum International Advisory Board, which meets every December.</p>	<p>Report 2-Year Internal Review to the IAB in December 2015.</p>	<p>HR and Research Forum Team</p>	<p>December 2015</p>

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	<p>independent benchmarking study to assess the state of the sector at the launch of this Concordat.</p> <p>c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report.</p> <p>d. to draw up an implementation plan for the Concordat, to ensure a coherent and sustained approach by organisations operating in the sector and the appropriate use of survey and monitoring tools such as the Careers in Research Online Survey (CROS).</p> <p>e. to undertake and publish a major review of the implementation of the Concordat after three years reporting to the signatories and taking account of progress against the benchmark report and the views of researchers and employers (both</p>	<p>Internally, the reviewing system is centralised with Head of Research reporting directly to the Director's office weekly. The Concordat Implementation Group reports to the Research Committee, which reports to the Academic Board. The Academic Board reports to the Governing Board (termly meetings).</p> <p>The review of the Action Plan is an ongoing process, which is done on regular basis. The CIG meets once a year in the Autumn term to carry out a self-assessment, to review progress and best practice in preparation for the next cycle of recruitment. Our postdoctoral fellows are generally recruited on an annual basis.</p>			
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	outside and within the HE sector).				
	3. The signatory funders will ensure that their terms and conditions of, for example, project grants include the expectation that the Research Organisations that they fund will adopt the principles of the revised Concordat.		The Research Forum will formally notify its funders that The Courtauld Institute of Art is a signatory of the Concordat. The next round of postdoctoral funding negotiation will explicitly identify the Concordat and its principles.	Research Forum Team	
	4. The signatories recognise the value of innovation in practices and of sharing practice between institutions and aim to promote these throughout the implementation and review process. The funding signatories will consider aligning their support for transferable and career development skills. It is	The Research Forum International Advisory Board will review the implementation of the principles of the Concordat and will provide opportunities for sharing best practice solutions. Similarly, the Institute consults with Vitae with a view to reaching best practice.	To continue to review and aim for best practice by learning and exchanging from our partners.	HR and Research Forum Team	Annually

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	<p>expected that Vitae, the national programme dedicated to realising the potential of researchers, funded by the Research Councils, will play a major role in innovating, sharing practice and enhancing the capability of the sector to implement aspects of the Concordat, as well as establishing strategic partnerships between funders.</p>	<p>There are a number of intercollegiate networks at The Courtauld Institute of Art, such as the Cambridge Courtauld Russian Art Centre (CCRAC), the Renaissance Consortium (London-wide) and other inter-institutional research efforts, which are used to identify best practice.</p>			
	<p>5. Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the co-ordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the Concordat, significant emphasis will be placed on the use of existing data and</p>	<p>Equality and Diversity is monitored as part of the REF Code of Practice. The Code of Practice can be viewed on the Courtauld VLE.</p>		<p>HR, Registry and Head of Research</p>	

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	information sources and on the sharing of good practice between institutions and to provide evidence of its impact.				
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Glossary of Term:

- IAB: International Advisory Board
- CIG: Concordat Implementation Group
- HR: Human Resources
- HERA: Higher Education Role Analysis
- REF: Research Excellence Framework

Last updated: November 2015