

# Annual Report for the Concordat to Support the Career Development of Researchers

Universities and Research Institutes

Name of Institution	University of Glasgow
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Web address of institutional Researcher Development Concordat webpage	<a href="https://www.gla.ac.uk/myglasgow/ris/researcherdevelopment/forresearchstaff/concordat/#readouractionplanandannualreports">https://www.gla.ac.uk/myglasgow/ris/researcherdevelopment/forresearchstaff/concordat/#readouractionplanandannualreports</a>
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**Statement on how the organisation creates, maintains and embeds a research culture that upholds a positive and inclusive environment for researchers at all stages of their careers (*max 500 words*)**

At the University of Glasgow (UofG) a positive research culture is vital to the engagement, development and success of Researchers. The Concordat is centralised in this, delivering on our ambitions for Researchers (Research-only Staff, and other research-active groups; RS) and the Managers of Researchers (MoR). The Research Culture and Researcher Development Team (RC&RD) lead on collaborative delivery of our institutional Concordat Action Plan (CAP).

In 2024-25 we mobilised new areas of work under a new CAP (2024-2027) to enable and enhance collaborative delivery, specifically:

- **InFrame: an inclusive framework for research leadership:** Under the Lab for Academic Culture, we launched a new £3m Wellcome-funded collaboration with the Universities of Edinburgh and St Andrews, to create a collegiality-centred framework for research leadership recognising its criticality for the development of supportive cultures, and for achieving our culture and Concordat aspirations.
- **Fellowships development:** Building on momentum from pilots we developed a suite of new activity to support Fellows and Fellowship Awards, establishing a data-driven approach. We invested in an ongoing Fellowships Development Manager post to design Glasgow's first Fellowships Framework and provide wraparound support for Fellows.
- **Research-Funded Employment Working Group (RFEWG):** Sponsored by the Vice Principal Research and Knowledge Exchange, we established the RFEWG in partnership with (People and OD) P&OD and the four Colleges to enable new dialogues and partnership working to enable meaningful progress
- **Research Staff involvement in strategy development:** In 2024-25 we began the process of designing new key strategies related to Glasgow's research performance, ambitions and culture. Input into the Research Strategy 2025-2035 and it's underpinning Research Culture Action Plan 2025-2031 was sought specifically from RS and MoR through bespoke consultation events and ongoing input from the RC&RD Team.

The CAP connects directly to our current university strategies detailed below and a phased move over to the new strategies is in planning:

1. **The UofG Research Strategy (2020)** states that by working in teams, building on each other's ideas, and making Glasgow the best place to develop a career, our research will transform lives and change the world. This university-wide vision is operationalised through three priorities: Collaboration, Creativity and Careers. The new CAP continues to be strategically aligned to these priorities and present a mechanism for the implementation of the Strategy.
2. **The UofG Research Culture Action Plan (2020)** promotes positive research culture within the ways we: evaluate, support and reward quality; recognise diverse contributions to research; enable colleagues to support each other to succeed; build a collaborative atmosphere of openness and trust. Clear alignment with the

new CAP is visible in that both aim to increase development provision and engage all those who are research active in the pursuit of their chosen careers.

3. **The UofG People & Organisational Development Strategy (2020)** sets out how we nurture an inclusive, dignified and respectful working culture in which everyone is valued, recognised and praised, and success is celebrated.

Collectively Glasgow's CAP and the above strategies share cultural priorities and are mutually supported the Concordats for Research Integrity, and Open Research, DORA, and the Technician Commitment.

**Provide a short summary of the institution's strategic objectives and implementation plans for delivering each of the three pillars of the Concordat (environment and culture, employment, and professional development of researchers) for your key stakeholder groups together with your measures for evaluating progress and success (max 600 words)**

Between October 2024 and October 2025, we maintained established provision and expanded our reach by working towards nine interlinked *deliverables* with 14 success Measures (SM) identified:

#### **Environment and Culture**

*D1 Communicate and clarify roles, responsibilities and relationships between researchers, managers of researchers and institutional committees.*

[SM1] Develop new and maintain established lines of communication with Managers of Researchers, Researchers, and Delivery Partners.

*D2 Raise awareness, visibility and engagement with College and School level Concordat Implementation.*

[SM2] Design and publish College-focused actions and projects aligned to the central action plan, and to core College objectives.

[SM3] Connect College-level plans and Concordat Leads to each other through a single point of contact and support in the RC&RD Team.

*D3 Increase awareness of the 'ecology of development'.*

[SM4] Evaluate pilot a single platform (Inkpath) for management, booking, and tracking of development for researchers from a range of sources/providers at Central/College level.

[SM5] Promote messaging of how to navigate the wider ecology of development for all stakeholders.

[SM6] Establish standing updates from RC&RD at College Concordat Groups to outline available provision.

#### **Employment**

*D4 Support understanding of the value of, and engagement with, Performance and Development Review (PDR).*

[SM7] Run annual PDR-focused RSA briefings in collaboration with the Performance Pay and Reward Lead.

<p>D5 <i>Increase understanding and awareness of Academic Career Pathways, including LTS, Research Scientist, Technical Specialist and Learning and Teaching roles.</i></p> <p>[SM8] Utilise established channels and spaces such as the RSA Research Culture Commons and Research Professional Staff Network to raise awareness of the pathways and their requirements.</p> <p>D6 <i>Capture and make visible emerging best practice in the recruitment, support and development of researchers across the institution.</i></p> <p>[SM9] Continue to increase Research Staff engagement with the annual People Make Research Initiative.</p> <p><b>Professional Development</b></p> <p>D7 <i>Review and extend the impact of the Talent Lab provision, through micro-engagement activities.</i></p> <p>[SM10] As part of the evaluation of the suite of Talent Labs, identify elements to be developed into a stand-alone 'bitesize series under the Research Staff development framework.</p> <p>D8 <i>Explore pathways to provide development opportunities to design and deliver activity related to teaching/education for Researchers.</i></p> <p>[SM11] Develop and pilot initiatives targeting identified gaps through e.g. mentoring, supervision, facilitation, team leaders, surgeries, and 'train the trainer' opportunities.</p> <p>D9 <i>Increase engagement of managers of researchers with PI and Supervisor Development Frameworks.</i></p> <p>[SM12] Increase numbers completing mandatory supervisor training and engaging with the UofG Supervisor Community of Practice.</p> <p>[SM13] Increase engagement with Researcher Leaders Workshops Series. Create opportunities for engagement with Talent Lab initiatives, as experts,</p> <p>[SM14] mentors and panellists.</p>	
<p><b>Summary of actions taken, and evaluation of progress made, in the current reporting period to implement your plan to support the three pillars in respect of each of your key stakeholder groups [Institution; Academic Managers of Researchers (Deans, Heads of Schools/Departments/PIs); Researchers]</b></p>	
<p><b>Environment and Culture (<i>max 600 words</i>)</b></p>	<p><b>Institution</b></p> <p>Since October 2024 we have reviewed and refreshed our approach to <b>communication about the Concordat</b> and the underpinning CAP with key stakeholders.</p> <ul style="list-style-type: none"> <li>• We have developed new communication strategies for our RS (using bespoke 'round ups' paired with selected single-issue content). [SM1]</li> <li>• We have created a new sub-group mailing lists for current Research Fellows and for Academics who are group leaders (MoR) in order to build relationships and engagement through targeted communications. [SM1]</li> </ul>

- Through specific projects to align messaging and signposting across all email comms, webpages, booking platforms, monthly welcome emails to new RS and quarterly RS Inductions (a collaboration with the College and Central services teams) we support all those who have a stake in the environment, development and engagement of RS and MoR to be aware of and confident in navigating Glasgow's ecology of development. [SM5]
- We set up an 'opt in' option for wider stakeholders to receive a copy of emails sent to the RS mailing list (now 100+ subscribers). This increases accessibility of development provision (reaching active Researchers outside of R-only roles) and enables a wider ecology of signposting and cross-support for RS (via MoR, Research Professionals). [SM1]
- We have updated our institutional Concordat webpages to include links to the College Level Concordat Working Groups, their membership, and current priorities. [SM2]

Following a highly successful 18-month pilot, the **Inkpath platform** has now been fully adopted for management of Researcher Development activity, securing a 5-year institutional investment. Evaluation of Inkpath has demonstrated that RS and MoR users are engaged and satisfied with this central point for all School, College and Institutional level opportunities. Inkpath additionally offers users a structured space to plan, map, add, and track/record their development and so offers Glasgow advantages of (a) standardised formats and quality assurance for development activities (b) a collaborative cross-university approach aiding navigation and shared understanding. (c) the ability to track and monitor engagement at the user group level [SM4]

#### **Academic Managers of Researchers (MoR) and Researchers (RS)**

We have positioned the Researcher Development Specialist for Research Staff as the **single point of contact and support for all four College Concordat Groups and Researcher Networks**. They attend and cross-connect all College Concordat Working Group meetings, sharing up-to-date expert knowledge and guidance on institutional/local CAP progress, and sector best practice in implementation of the Concordat. [SM3]

In order to enhance awareness and engagement with the RS and MoR development framework and institutional CAP we have established a **standing update from the central Research Culture & Researcher Development Team** to all College-level Concordat Working Groups which includes: updates on central/sector Concordat activity and best practice, upcoming dates and evacuation reports from the RS development programme,

	<p>progress against Glasgow's Research Culture Action Plan and updates from other College-level Concordat Working Groups. This supports Senior Leaders (Working Group Chairs/Members) and other MoR to be aware of key upcoming opportunities and cross institutional activity. [SM6]</p>
Employment ( <i>max 600 words</i> )	<p><b>Institution</b></p> <p>In 2024-25 we began the process of designing new key strategies related to Glasgow's research performance, ambitions and culture. <b>Input into the Research Strategy 2025-2035 and the Research Culture Action Plan 2025-2029</b> was sought specifically from RS and MoR through bespoke consultation events and ongoing input drawing on best practice insights from the RC&amp;RD Team.</p> <p>Sponsored by the VP Research and Knowledge Exchange, we established the <b>Research-Funded Employment Working Group (RFEWG)</b> in partnership with P&amp;OD, Research Finance, and the four College Research Offices to enable concerted organisational progress on matters of RS employment. Current sub-group remits are (1) RS Employment Data Dashboard (2) Career Tracks and Transitions (3) Employment Security (4) Management of Organisational Change and (5) Pooled Research Specialist Teams [SM7&amp;8].</p> <p><b>Academic Managers of Researchers and Researchers</b></p> <p>Pathfinder, Glasgow's employability focused support suite launched several new aspects in 2024-25. [All SM8]:</p> <ul style="list-style-type: none"> <li>• <b>Pathfinder on LinkedIn</b> offers news, opportunities, and emerging research on researcher career destinations.</li> <li>• <b>Careers Coworking</b> is a monthly opportunity for researchers to come together to dedicate space and time to career development progress such as updating CVs, writing applications, and working on professional recognition applications. Working together peers (RS and MoR) share knowledge and access support from careers professionals and lived experience experts. Average attendance per session was 30.</li> <li>• <b>Promoting your Visibility:</b> A pack of self-paced resources and a 2-hour workshop supports RS to articulate their value, contribution, research experience and expertise, and to create engaging UofG Staff Profiles and LinkedIn Profiles. Timed with the annual Performance and Development Review (PDR) cycle, this also support reflection on the year's development and achievements. This highly popular session was run multiple times over the year. [SM7]</li> </ul>

	<ul style="list-style-type: none"> <li>• A <b>Narrative CV Kit</b> was developed with colleagues from Research Services, Careers, and the Colleges. New workshops include: 'Making Narrative CVs Work For You and Your Researchers'; 'Writing your Narrative CV'</li> <li>• Three bespoke RS-specific <b>Career Navigation Workshops</b> were developed with Careers specialists: 'Career Planning - Designing your career' 'Careers awareness - Exploring options and requirements' and 'Managing transitions: Job searching and application skills'. Over 100 RS attended over the year.</li> <li>• We expanded the <b>Pathfinder Narratives</b> series of weekly posts from PhD holders, who are succeeding in a range of careers beyond academia. They talk about their career history, and how they planned and managed each career move. The growing series has had over 11,450 views to date.</li> <li>• <b>Research Stories</b> is a new podcast produced by the Research Services Directorate. Each episode features an in-depth one-to-one conversation with a researcher, offering insight into their career journey, collaborations, and impact.</li> </ul> <p>To support researchers understanding the purpose and career value of engaging with the annual <b>Performance and Development Review (PDR)</b> process we delivered a focused Research Staff Assembly (RSA) briefing in collaboration with our HR partners in P&amp;OD. Additionally, through the RSA teams space and RS mailing list we shared resources to support RS to engage well with the annual period of reflection and planning publishing a guide to <u>Hacking PDR</u> and a <u>Career Conversations Toolkit</u>. [SM7]</p> <p>This year <b>People Make Research</b> (PMR) ran as part of our Wellcome Institutional Research Culture Funded Project 'InFrame'. We had a record-breaking response with over 500 nominations for 289 colleagues across the research community. The 52 nominations by RS are <u>published openly on The Auditorium</u> and demonstrate good practice in the development of others and collegial research leadership by MoR. These along with the outputs of PMR running at our partner institutions the Universities of Edinburgh and St Andrews will form the basis of a new collegial research leadership development framework. [SM9]</p>
Professional development ( <i>max 600 words</i> )	<p><b>Institution</b></p> <p><b>InFrame: an inclusive framework for research leadership:</b> Under the Lab for Academic Culture, we launched a new £3m Wellcome-funded collaboration with the Universities of Edinburgh and St</p>

	<p>Andrews, to create a collegiality-centred framework for research leadership recognising its criticality for the development of supportive cultures, and for achieving our culture and Concordat aspirations. [SM14]</p> <p><b>Talent Lab</b> (research leadership development suite) was strategically refreshed for 2024-25 in two ways. (1) learning from the InFrame project was used to update all learning materials, to include specific examples of collegiality-centred research leadership (drawing on PMR nominations and nominees) (2) new initiatives were developed and piloted for (aspiring) Research Fellows. [SM14]</p> <p><b>Academic Managers of Researchers</b></p> <p>We ran another successful cohort of <b>Talent Lab ‘Blaze’</b>, Glasgow’s flagship research leadership programme for established research leaders. As well as training, mentoring, coaching, and peer learning, the programme was extended in 2025, to include reconnection events for alumni, building the Glasgow leaders community. These informal 90min sessions offer opportunities for participants to consolidate and extend their peer networks, and leadership practices. [SM10]</p> <p>At Glasgow we characterise Supervisor sand PIs as ‘Research Leaders’ recognising there is overlap both in the individuals who perform the roles, and the skills needed to lead and manage others. Engagement in <b>Research Leaders Development workshops</b> has been consistent over the past year. On average we’ve seen an increase in bookings and a reduction in no-shows. There were nine sessions in 24/25 with a total of 216 attending (30% RS – ‘Associate Supervisors’ / Aspiring Leaders). [SM13] Engagement in the MSTeams Community has been steady, with an increase in the numbers of people joining the Teams site in 2024/25 (current 624 members, 20% Associate Supervisors). Professional Recognition and pathways to supervisor policy development have continued to be explored in collaboration with the PGR Policy Team. A new project with PGR Policy Team has begun, to identify all current primary and secondary supervisors recorded on PGR systems in order to characterise how ‘Associate Supervision’ is being formally recorded. [SM12]</p> <p><b>Researchers</b></p> <p>Research Culture and Researcher Development Team have collaborated with Glasgow’s <u>Learning and Teaching</u> Developers to develop <b>a supported teaching development opportunity for Research Staff</b> as part of ‘Collaborations in Practice’. This project</p>
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	<p>seeks to bring undergraduate students together from across different academic areas and support them in developing the skills for interdisciplinary research to address global challenges. Four RS members are facilitators for the pilot of this initiative. These roles involve supporting undergraduate teams in managing a piece of research and working with a partner organisation. This experience will be suitable evidence for professional recognition e.g. by HEA or Glasgow's equivalent. [SM11]</p> <p>Piloted as part of the Talent Lab 'Ignite Fellowship Accelerator' the <b>'Getting Fellowship Ready' workshop</b> was further developed into a standalone workshop in 2025 and tested with a larger group of RS considering Fellowships as a next step. The session is designed to expose the Hidden Curriculum of Fellowship success, and the associated workbook, provides tracking of sustained progress, encouraging career planning conversations to take place beyond the workshop. In tandem, <b>This Fellowship Life</b> (a panel event with new, established and former Fellows) was also opened out to a wider RS audience. Piloting these as stand-alone events was hugely successful ~70 RS completed one or both of the two sessions. [SM10]</p>
<p><b>Comment on any lessons learned from the activities undertaken over this period and any modifications you propose to make to your action plan and measures of success as a result. (max 500 words)</b></p>	
<p>Over the last two reporting periods we have seen a steady increase in awareness and engagement with development opportunities for RS and MoR. Due to the implementation of a cost-conscious approach to financial management at Glasgow, in line with the UK Sector, in 2024-25 we paused both recruitment to and backfill for, a number of posts with key responsibility for CAP delivery, both centrally and in the Colleges. Despite these necessary challenges we have achieved notable progress in:</p> <p><b>Employment of RS</b></p> <p>Over the last year we have seen the formation of a collaborative working group (RFEWG) that has established Terms of Reference to review and improve the end-to-end experience of Research-funded staff (largely but not exclusively RS). <i>Having defined four working groups to focus on Data and Evidence, Career Tracks, Continuity and Stability, and Pooled Researcher Models we are now at the stage of prioritising activities and considering how to communicate both priorities and progress to RS and MoR in order to support community dialogue and co-designed solutions. In order to maximise the impact of the CAP, we will work to increase connectivity of RFEWG with College-level Concordat Working Groups, and the Lab for Academic Culture.</i></p> <p><b>Fellowships Development</b></p> <p>Development of a framework of policy and support for research fellowships at UofG has begun. We have set out clear priorities for pipelining, recruitment, support and career progression. We have mapped current pathways and fellowship performance data. Using</p>	

sector best practice, we have built and tested an end-to-end inclusive selection process for UofG funded Fellowships. Through consultation with Fellows, we better understand the diversity of the community and are serving this through the newly relaunched Fellows Network. To support aspiring fellows we have introduced tailored fellowships focused workshops (Ignite Fellowship accelerator). *In 2025-26, we will be working to increase the transparency and accessibility of all our sponsorship, selection and continuation processes, including key sources of support such as our LKAS Leadership Awards, informed by insights from the Fellows community.*

### **Career Destinations Provision**

To increase capacity for career conversations we have sought to reduce reliance on a 1:1 specialist consultation model and to activate a range of peers, mentors, panels and group workshops. We have created online resources, learning packages and toolkits designed to support the MoR to initiate and succeed with career conversations. We have additionally consolidated the delivery of cohort-based career planning and management programmes. *In 2025-26 we will work to understand both the effectiveness of our ecology of career support provision, and the next destinations for RS exiting UofG, through launch of a RS Exit Survey. This will support the continued iterative design of provision, and additionally provide an evidence-base to inform the work of the College-level Concordat Working Groups and the RFEWG.*

The CAP's impact requires deliberate and regular engagement with our College colleagues to ensure a seamless and aligned approach. We plan to continue the journey to strengthen College-Centre relationships, purposefully creating further opportunities for collaborative working, 2025-26. Additionally, enhancements to Inkpath in the coming year will enable more accurate and granular reporting on engagement, and use of 10-days development time.

### **Outline your key objectives in delivering your plan in the coming reporting period (max 500 words)**

University-wide objectives for 2025-26 reflect the continued prioritisation of visibility of the Concordat (particularly the less obvious work to support Employment) and the expectations and support available for all stakeholders. They also build iteratively on the progress from the last five years, and will be achieved through nine deliverables:

### **Environment and Culture**

- D1. Increase visibility and understanding of the ecology of formal and informal (hidden curriculum) sources of support, development and peer-networks and communities for RS and MoR across the University.
- D2. Increase engagement with self-tracking of career and professional development for RS through the Inkpath platform.
- D3. Enable the communication of the aims, activities and outputs of the sub-groups of the Research Funded Employment Working Group to RS and the MoR, and establish channels for dialogue.

### **Employment**

- D4. Work collaboratively to provide/facilitate expertise, insights and data to the projects of the Research Funded Employment Working Group.
- D5. Support RS to develop agency around their development and career planning through Pathfinder (career destinations development suite).
- D6. Define, conceptualise and communicate aspects of the Fellowship Framework related to career routes into, through and beyond Fellowship Awards.

### Professional Development

- D7. Define the principles of a collegial 'PI Development Framework', and an associated suite of activities.
- D8. Increase access to and engagement with development activities for research-active Management Professional and Administrative pathway and Learning Teaching and Scholarship pathway staff.
- D9. Scope the need, enablers, priority content and mechanisms for 'train-the-trainer' pilots giving the opportunity for RS to actively lead on defined areas of PGR development.

In addition, each College has set out an additional key priority area for 2025-26 in line with the institutional CAP. These activities have been defined by the College Concordat Groups:

- **College of Social Sciences:** Explore, map and review the mentoring offer for RS to increase options and navigability.
- **College of Arts and Humanities:** Conduct a series of one-to-one planning meetings with Heads of School and School Research Convenors to identify how RS can be more closely integrated into the research community and conventions.
- **College of Medicine Veterinary and Life Sciences** Development of a 'Research Group Handbook' setting expectations for RS and MoR.
- **College of Science and Engineering** Pilot a 'Fellowship preparedness' programme for early-stage science and engineering RS.

### Please provide a brief statement describing your institution's approval process of this report prior to sign off by the governing body (*max 200 words*)

This report was prepared with input from Staff in the Research Services Directorate, the Library, Careers, Employability and Opportunity, the British Academy ECR Network, the College Research Offices, and Research Staff Networks.

The report was approved by the University of Glasgow Research Planning and Strategy Committee, chaired by Professor Chris Pearce, Vice Principal for Research and Knowledge Exchange.

Signature on behalf of governing body:



Contact for queries: Professor Chris Pearce, Vice Principal for Research and Knowledge Exchange. ([Chris.Pearce@glasgow.ac.uk](mailto:Chris.Pearce@glasgow.ac.uk))

This annual report will be analysed by the secretariat for the Concordat to Support the Career Development of Researchers, to identify good practices, themes for development and information to improve national research culture policy and practice.

If you have any questions, or suggestions on how the reporting process could be improved, please contact the secretariat via the email address listed on the RDC website: [www.researcherdevelopmentconcordat.ac.uk](http://www.researcherdevelopmentconcordat.ac.uk).