HREiR Action plan template - 2021/22 - 2022/23

BATH SPA UNIVERSITY

hr

HR EXCELLENCE IN RESEARCH

Details				
Institution name:	Bath Spa University	The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Cohort number:	4	Audience	Number of	Comments
Date of submission:	28 January 2022	Research staff	9	This is a mix of fixed term contract researchers (FTCR - 3) and postdoctoral researchers on research only contracts (6)
		Postgraduate researchers	N/A	PhD students are not part of this reveiw, although there are overlaps with the Researcher Development Programme (RDP)
		Research and teaching staff	470	All academic staff at Bath Spa have teaching and research contracts
		Teaching-only staff	N/A	Associate Lecturers are able to access the RDP, but are not included in this review
		Technicians	N/A	We do not yet include our technicians in this process, but are working towards the Technicians Commitment
		Clinicians	N/A	
		Professional support staff	N/A	Our Impact Reseach Fellow is included in the research group above
		Other (please provide numbers and details):	N/A	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed	Outcome/ result	Action carried over from previous action plan?		Old Concordat principle and clause
Environment and Culture										
Institutions must:										
ECI1	*Ensure that all relevant staff are aware of the Concordat*	**Develop a communication and advocacy plan to take part in the CEDARS survey. Evaluate results of this to identify impact and actions to inform our policy and practice. Feedback to research staff through this process.**	Town hall and comms strategy put in place for Autumn 2022. Initial target of 50% staff engagement in March 2023 CEDARS, followed by a discussion of the results at Research Leaders meeting and at a bespoke meeting with Research Staff, so that issues addressed can be identified, an action plan developed, and incorporated into the HREiR action plan as appropriate.	October 2023	HREiR Working Group (HREiRWG)			The 2023 CEDARS process has not yet been published. The University is currently undergoing a review of its research areas, therefore it may not be an appropriate time to lauch CEDARS - action delayed until 2022/23 when the future shape of research at the University is known.Delay advocacy until Autum 2022, and engagement at 50% in 2022/23 survey process.		New
ECI2	*Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers*	Continue to run and promote research induction sessions, and to advocate for these and the researcher development programme through the academic schools. Collaborate with HR on equality and diversity initiatives and focus on these issues through the Research Eqality & Diversity working group. Input into University discussions about Athena Swan accreditation (now pushed back to 2022/23)	Target of 70% of new staff to attend a research induction session in academic year 2022/23 and 80% in 2023/24.	Review in May 2023 and again in May 2024	RSO to report to HREiRWG					P2.1 P6.8
ECI3	*Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues*	Work with HR to contine to run mindfullness sessions and to promote wellbeing initiative across our research staff community. Build on leadership training for Research Leaders and for PhD Superviors that focus on inclusivity with additional workshops for staff, and the development of good practice in this area.	Assuming new RDM is in post, new suite of Mindfullness podcasts 'mindful moments' to be launched in Autumn 2022. Researcher Development Programme (RDP) to have an inclusivity theme across 2022/23 and pump priming support to be provided for developing case studies of good practice in this area. RDP to be reviewed in summer 2023 for further development for 2023/24.	Oct 2022 May 2023	RDM					P6.9

ECI4	*Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health*	Continue to work with HR to ensure that training and development opportunities are disseminated to all research staff, and to monitor completion rates of mandatory training.	80% of staff have completed the on-line E&D training modules on unconscious bias and equality and diversity.	Review in July 2023 and July 2024	HR/RSO					P2.3
ECI5	*Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity*	Continue to advocate for completion of mandatory on-line materials that were launched in 20/21 and ensure that all academic staff are encouraged to complete this as part of their refresher training. - Further development of workshops for research staff and PhD students will be embedded as part of this process. - Academic misconduct policy to be revised in line with new UKRIO guidelines.	Target of 60% completion by 31 July 2022 and 80% completion by end of July 2023 Workshops on 'Research Ethics' available to all staff and PhD researchers, with bespoke follow-up workshops available to UEP and to Ethics Reviewers in Schools. Academic Misconduct policy to be approved by 31 July 2022.	31 July 2022 31st July 2023 May 2022 31 July 2022	RSO to report to UEP Academic misconduct policy - University Secretary /RSO				Roll-out of ethics training is ongoing, supported by a series of workshops. This includes an induction session for academic staff, and a workshop for PhD students, which will be repeated in Spring 2022.The review of the Academic Misconduct policy was delayed, and will be completed by the end of the 21/22 academic year. Owing to a number of reasons, we have not enforced mandatory ethics training this year. Stats will be compiled for the annual report to Board of Governors in June 2022. Enhanced ethics training is being planned for staff and PhD students and supervisors in May/June 2022, using additional HEQR funding ring-fenced for this purpose.	P6.1
ECI6	*Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices*	Take part in the combined CROS/PIRLS (CEDARS) survey and will evaluate results of this to identify impact and actions to inform our policy and practice. HRSO to meet regularly, and PVCRE to meet at least annually with research and ESR staff communities to discuss relevant issues and to feed into the Concordat review and to assess how they can best engage with research initiatives across the university. This will inform the bespoke training that is put in place through the Researcher Development programme and the further development of our research environment and culture.	Initial target of 50% staff engagement in 22/23 CEDARS, followed by a discussion of the results at Research Leaders meeting and at a bespoke meeting with Research Staff Annual meeting for 2021/22 and for 2022/23 with FTC research and ESR networks to be set up for PVCRE, to discuss issues raised and agree implementation plan	Oct 2023 Oct 2022 and Oct 2023	RSO to collate actions for review by HREiRWG					P6.10 P7.5
Funders must:										
ECF1	*Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies*	Continue to work with reseach leads to ensure that all staff are aware of funding opportunities, and are supported to apply where appropriate	1-2 funding workshops to be offered as part of RDP each academic year	Reveiw in May academic year	RDM for annual report to REC				Research funding workshops are ongoing, with a one day event scheduled for March 2022, faciliated externally. A series of sandpits and workshops to facilitate intedisciplinary working are being developed to support new research priority areas. but this has been delayed by the reveiw of research across the university.	P6.6
ECF2	*Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers*	Continue to work with HoS and HR business partners to explore flexible working patterns as part of bid development and approval processes, and to ensure that these are equitable and transparent	Equality Impact Assessment to review staff undertaking research bidding activities to be developed, with an EIA annual review to include anaylsis of PT staff and positive actions identified	June 2022 and June 2023	RSO/HR to report to REDWG					New
ECF3	*Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and*	Undertake an annual Equality Impact Assessment to be developed to review staff who apply for funding opportunities, and review of action plan documenting this to address any positive action	EIA to be developed to assess research activities undertaken by academic staff to identify positive actions that can be taken to promote E&D across our research environment, followed by an annual review	June 2022 and June 2023	RSO/HR to report to REDWG					P6.6

	Managers of researchers must:									
ECM1	*Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work*	- Continue to track completion of these on-line equality and diversity modules. - Plan for second chort of Research & Enterprise Leadership Programme for 2022/23	80% of staff have completed the on-line E&D training modules on unconscious bias and equality and diversity Second cohort of R&E Leadership programme in 2022/23	May 2022 and May 2023 30 June 2023	HR/RSO for report into HREiRWG				Review of on-line training will be undertaken by UEP, followed by a comms strategy to enforce compliance. The first cohort of the R&E Leadership programme presented to SLG in July 21. It has been agreed that this will be a programme that is launched every two years, to allow the new leaders a year to embed their learning and practice. Analysis of training to be undertaken in Feb 2022 for review by UEP, and to inform annual report to BoG.1st cohort of R&E Leadership proramme complete. Next cohort to commence in 2022/23 academic year.	New
ECM2	*Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct*	- Advocate for completion of the revised Research Integrity & Ethics materials (mandatory for new staff) and encourage all staff to complete this as part of their refresher training. - Continue to run linked workshops for academic staff as part of this process. - Plan for second cohort of Research & Enterprise Leadership Programme which covers these topics	Target of 60% completion by 31 July 2022 and 80% completion by end of July 2023, annual completion statistics to be included in the annual complaince statement to Board of Governors 2 per year workshops on 'Research Ethics' available to all staff and PhD researchers, with bespoke follow-up workshops available to UEP and to Ethics Reviewers in Schools. Second cohort of R&E Leadership programme in 2022/23	31 July 2022 31st July 2023 July 2023	RSO to report to UEP and to report on progress to HREiRWG				As above. Research Integrity Training is ongoing, monitored by UEP. First cohort of R&E Leadership programme complete. Analysis of training to be undertaken in Feb2022 for review by UEP, and to inform annual report to BoG. 1st cohort of R&E Leadership proramme complete. Next cohort to commence in 2022/23 academic year.	New
ECM3	*Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity*	- Continue to publicise and disseminate policy and procedures in this area and monitor impact and effectiveness through the annual staff survey. - New academic misconduct policy to be introduced through meetings with research staff in schools through a staff consultation process. - Work with GuildHE on supporting needs of minority ethnic PhD students project	Academic Misconduct policy to be approved by 31 July 2022.	31/07/2022	RSO with University Secretary				This has been delayed but discussions will commence with the new legal counsel once appointed in January 2022.	P6.9
ECM4	*Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers*	- Continue to work with HR to ensure that training and appropriate arrangements are disseminated to all research staff. Support through HEQR has ben made available to develop good practice and a case study in the area of supporting disabled staff in their research practices.	Case Study to be developed with the Wellcome Trust funded Disabled Network team, and disseminated to staff by end of the 21/22 academic year. Embed these into our practices through development of checklist and guides for researchers throughout 2022/23	31/07/2022 31 July 2023	REDWG				Research E&D group was relaunched in Jan 2022 to review outcomes of EIA, and this group will meet on a termly basis. 1st cohort of R&E Leadership programme complete. Next cohort to commence in 2022/23 academic year.	New

ECM5	*Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution*	Academic restructuring gives opportunity to revisit how we support research environment and culture. We will meet with staff in research priority areas to discuss their research needs and structures and how best we can support them leading into the next REF period, in line with new University recovery and renewal strategy.	Meetings with researchers in priority areas to take place in late 2021/22 and early 2022/23 to discuss how best we can support them moving forward. This will include setting of appropriate KPIs, for ongoing monitoring and review.	By end Dec 2022	PVCRE				New
Researchers must:										
ECR1	*Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students*	- Continue to provide ESR staff with mentors, and to embed 360 mentorship programme into R&E Leadership programme - The Researcher Development Programme continues to be open to all academic staff and research students and offers an opportunity for staff and students to share good practice and engage with each other as part of their professional development.Network for ESRs and for FTC researchers will continue to be supported through funding for bespoke events, to encourage the development of communities of good practice.	Annual review of RDP to include survey of ESR and FTC Research groups to inform development of 2022/23 programme of events.	May 2022 and May 2023					New
ECR2	*Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion*	Continue to publicise and disseminate policy and procedures in this area and monitor impact and effectiveness through the annual staff survey. Research E&D working group to monitor practices and procedures relating to research activities.	Launch of new Research Integrity programme and target of 60% completion by 31 July 2022 and 80% completion by end of July 2023	31 July 2022 and 31 July 2023	RDM for report to REC				P5.3
ECR3	*Take positive action towards maintaining their wellbeing and mental health*	Continue to work with HR to ensure that training and appropriate arrangements are disseminated to all research staff. - Continue to develop and support wellbeing training workshops as part of the RDP	New suite of Mindfullness podcasts 'mindful moments' to be launched in Autumn 2022, with follow up workshops put in place	Autumn 2022	RDM for report to REC				New
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Continue to work with HR to ensure that training and appropriate arrangements are disseminated to all research staff.New academic misconduct policy to be introduced through meetings with research staff in schools through a staff consultation process.	Academic Misconduct policy to be approved by 31 July 2022.	July 2022	RSO with University Secretary			This has been delayed but discussions will commence with the new legal counsel once appointed in January 2022. Target of July 2022.	P6.9

ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Set up a series of workshops at School level to further develop the research strategy throughout 22/23 in the light of the academic restructuring.	Meetings with researchers in priority areas to take place in late 2021/22 and early 2022/23 to discuss how best we can support them moving forward. This will include setting of appropriate KPIs, for ongoing monitoring and review.	end Dec 2022	RSO and PVCRE					P3.13
Employment										
Institutions must:										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Continue to work with HR on any changes to recruitment processes to ensure that the needs of researchers are embedded within institutional policy. - Work with the Research E&D working group to enhance good practice guidelines for research staff employed on pump-prime HEQR projects	Aim for 80% completion rates of the unconscious bias training by 31 July 2023. Launch good practice guidance in Autumn 2022 and plan and run E&D training for researcher community in academic year 2022/23.	7/31/2023 and Sept 2023 for good practice guidance and support	REDWG					P1.2 P6.2 P6.7
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Continue to advocate for attendance at the Research induction programme, with interactive video links for the intranet for those who cannot attend. Offer follow-up one-to-one sessions with RSO staff where required. - RSO staff to co-facilitate RDP workshops on relevant issues such as funding, bid development, project management etc, including targeted sessions for research staff	80% of new staff to attend virtual induction sessions on an annual basis. At least 4 co-facilitated events to be offered each year, with evaluation meetings across research community to understand impact of the training	June 2022 and June 2023	HRSO for report to REC					P3.6
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	The promotion round is reviewed on an annual basis, and the criteria and examples of good practice continue to be enhanced based on feedback from academic staff. New proposals for reward and recognition are being developed as part of the KE Concordat development work.	Reward and recognition opportunities to be identified as part of KE Concordat Action Plan, including review of promotion and engagement pathways for research staff	31 July 2022	KESG for report to REC					P2.6 P6.3 P6.4 P6.7
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Review the research and enterprise leadership programme in preparation for the launch of a second cohort in 2022/23	2nd cohort of Research & Enterprise Leadership Programme to take place in 2022/23 with at least two members from each academic school. Cohort to present recommendations on how to enhance research and enterprise culture to Senior Leadership Group in June 2023.	30 June 2023	PVCRE			The WLP pilot was launched in Autumn 2021 and will be reviewed in July 2022. Head of RSO sits on WLP Steering Group. RSO will imput into review exercise in June 2022		P2.3
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Continue to work with HR and PVC Operations to input into research elements of the Workload Planner and to embed the research and enterprise development plan into appraisal processes.	Workload Planner pilot will be reviewed in summer 2022 for relaunch in 2022/23 and to incorporate specific guidance in tariff for research and enterprise activities, and for personal and professional development.	Sept 2022	WLP Steering Group					P2.6 P6.3 P6.4

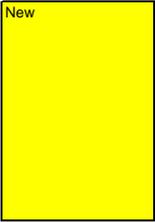|										
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	Continue to work with Heads of Schools on how HEQR continues to be utilised to develop research culture and environment and support for schemes such as bridge funding, RA support for internal projects and pump priming projects etc	Third round of Seed funding programme to be launched in March 2022 and use of HEQR reviewed once we receive our post-REF2021 allocations, including ring-fenced funding to support ESR and research staff communities	Autumn 2022	PVCRE					P1.3 P2.1 P2.2
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	Review the research and enterprise leadership programme in preparation for the launch of a second cohort in 2022/23. Run workshops in each of the academic schools in line with recovery and renewal strategy, to identify how we can best focus research support	2nd cohort of Research & Enterprise Leadership Programme to take place in 2022/23 with at least two members from each academic school. Workshops in schools in Summer 2022 and Autumn 2023	31/12/21	PVCRE					P3.13
Funders must:										
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	RSO to continue discuss any funder requirements with HR and Heads of School	Changes implemented in line with funding requirements	July 2024	RSO/HR					P2.4
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	RSO to continue discuss any funder requirements with HR and Heads of School	Changes implemented in line with funding requirements	July2022	RSO/HR					New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	PVCRE to discuss the issue of research staff promotion pathways when university financial position allows	Readress this issue as part of the 2022/23 review of promotions process	July 2023	PVCRE			This is on hold due to financial restrictions		P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	RSO continues to support all priority research staff in applying for funding and provides funding development workshops. As part of the application process, discussions are held with HoS about contract extensions if bids are successful.	Continue to provide 'finding funding' and developing funding application workshops as part of the RDP - at least one event each semester	July 31 2023	RSO					New
Managers of researchers must:										
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Review the research and enterprise leadership programme in preparation for the launch of a second cohort in 2022/23	2nd cohort of Research & Enterprise Leadership Programme to take place in 2022/23 with at least two members from each academic school.	Sep-22	PVCRE					P2.3
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	Research Leader meetings to focus on a particular element of legislation and codes of practice as part of each session. Start up meetings continue to be set up with PIs for all new grants, and terms and conditions discussed as part of project management support	Agenda for RL meetings to be agreed with PVCRE at the start of each academic year, with 3 focussed events per year.	31 July 2023	RSO					P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	RSO continue to work with HR to review E&D recruitment data related to research staff and to take positive action where appropriate. E&D information related to promotion are evaluated and reviewed on an annual basis and any issues referred to E&D Steering Group for action. Research E&D working group will lead this work and embed into annual EIA process.	EIA on research based work completed on an anual basis, and recommendations made to EDSG by the research working group.	31/7/2022 and 31/07/23	REDWG					P6.3

EM4	Actively engage in regular constructive performance management with their researchers	Embed the research and enterprise development form into the annual SDR process. HR is monotoring SDR completions manually for 2021/22 and will set a benchmark for completion at the end of this process.	Advocate for use of development form to inform annual round of SDRs. SDR completions target of 50% for 2022/23 and 75% for 2023/24	July 2023	HR			The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot. The SDR process is now run manually, and completion rates are not accurate. HR will review this in May 2022. Curently "37 SDRs out of 1096 have been marked as being completed since May 2021 but this is a manual process"	P2.3	
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Continue to engage widely on policy developments across the research community and to fund opportunities for researchers to attend eternal events and training such as NCCPE Academy.	Target of 20 funded places on workshops in 2021/22 rising to 30 in 2022/23, funding permitting	June 2022 and June 2023	RSO - report to HREiRWG				New	
Researchers must:										
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Continue to offer Research Induction virtually, with interactive videos on-line for those unable to attend, and one-to-one follow up sessions with RSO staff available.	60% of new staff to attend vitual induction sessions on an annual basis. Evaluate with researcher issues that arise out of workshops and one-to-ones and build into future programmes SULIS pages revamped by Feb 2022	March 2022 and June 2022	RSO - report to HREiRWG				New	
ER2	Understand their reporting obligations and responsibilities	RSO continues to work closely with researchers and their teams and to have start up meetings for all new awards	At least 4 co-facilitated events to be offered each year, including workshops offered as part of ESR and Research staff networks, tailored to the needs of the research staff community, with annual evaluation of impact.	June 2022 and June 2023	RDM report to REC				New	
ER3	Positively engage with performance management discussions and reviews with their managers	Embed the research and enterprise development form into the annual SDR process. HR is monotoring SDR completions manually for 2021/22 and will set a benchmark for completion at the end of this process.	Advocate for use of development form to inform annual round of SDRs. SDR completions target of 50% for 2022/23 and 75% for 20223/24	July 2023	HR			The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	P5.6	
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	- Continue to support The Network for FTC researchers, and the ESR Network with a training programe and events - Termly Research Forums will be put in place for researchers to discuss their work and explore interdisciplinary collaborations, culminating in the annual Research Festival.	At least 3 events to be offered each year for each of the networks Termly research forums to feed relevant actions into Concordat evlaution and reveiw.	Juen 2022 and June 2023	HREiRWG			Journey in Reseasrch programme on hold due to continued vacancy of the RDM post. Research forums will recommence after academic retructuring beds down in March 2022.	P5.2	

	Professional and Career Development									
	Institutions must:									
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Continue to ensure that 10 days professional development is ring-fenced for all Research only staff and to include 10 days pro-rota for all CoIs and PIs on funded projects. Continue to engage with WLP Steering Group and with HoS to advocate to 10 days allocations across all academic staff.	Review of workload planner pilot will allow time spent on researcher development to be identified, to see how effectively this is resourced at the moment. Opportunities for development offered at all levels both within RDP and in associated programmes (R&E Leadership Programme and MAs in Researcher Development and Supervising Research)	31 July 2022	RSO - report to REC			Research staff have allocated hours included in the WLP for staff development and training. Time for PIs and Co-Is is costed into proposals. A new Research and Enterprise plan has been put in place to suppprt SDR discussions and to ensure that research staff can discuss their training needs with their Line Managers. Need to continue to work with Line Managers and lead researchers to ensure training and development is protected for research staff.	P3.1 P3.3 P5.5
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Career development frameworks and material to be sourced from across the sector and embedded within research leadership programme, and as part of RDP provsion for staff and PhD students.	2 x skills development workshops in 2021/22 and two anually as part of RDP - evaluate and review, and build any recommendations into revised programme.	June 2022 and June 2023	RDM - report to REC			The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot. Career development training is being put in place for PhD Supervisors and ESR mentors.	P3.10
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Career development workshops and the MA in Researcher Development to continue to run in 2022/23 'The Network' for Contract Researcher community and the ESR networm to include bespoke career coaching and advice.	2 x skills development workshops in 2021/22 and two annually as part of RDP - evaluate and review, and build any recommendations into revised programme.	June 2022 and June 2023	RDM - report to REC			MA modules to be continued in 2021/22 and ESR mentees and mentors have also been identified for 2021/22. 'The Network' continues and a new network for ESR staff has been put in place, with 3 externally facilitated workshops, including one on career development. Career development training is being put in place for PhD Supervisors and ESR mentors.	P3.1
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Researchers continue to be encouraged to engage with Research Centre activities and will be mentored by Strategic Research Leaders in this area.	Annual research and enterprise development plan to be reviewed in July 2022 for further embedding into the annual appraisal process in 2022/23	31 July 2022	RSO - report to REC			The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot. An ESR mentor programme is in place.	P3.11 P3.14
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	RSO will continue to work with the Graduate College and Careers Office in this area, and to explore oportunities for fellowships, internships and placements through the Enterprise space - The Studio at Palace Yard Mews. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.	1 x annual internship and 3 x fellowships continue to be provided at The Studio each year, and opportunities for staff to engage more meaningfully with external partners to be highlighted through development of 3 case studies on website as part of KE Concordat action plan work. KE pump priming fund to be launched in Spring 2022 - £25,000 to support up to 5 projects. Reveiw of HEQR funding to take place annually for consideration at REC on the continued use of future HEQR funding.	June 2022 and June 2023	Studio Manager - report to REC				P3.2 P3.4

| PCDI6 | Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews | Researchers continue to be encouraged to engage with Research Centre activities and will be mentored by Strategic Research Leaders in this area. | Annual research and enterprise development plan to be reviewed in July 2022 for further embedding into the annual appraisal process in 2022/23. The impact and success of this will be evaluated in CEDARS 2023, and through ongoing discussions with Research leads and ESR and research staff. This will allow benchmarking of data for future monitoring. | June 2022 and Oct 2023 | RSO for report to HREiRWG | | | WLP pilot will be reviewed in June 2022. Some additional HEQR funding has been received for 2021/22, a portion of which has been ring-fenced for career development training. | New |

Funders must:										
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning	Continue to ensure that funder requirements are costed into bids and discssued with the approver for each application. Disseminate funder requirements across the research community and develop research leaders to have career progression training as above.	Ability to meet funder requirements is reviewed at the end of each academic year	31 July 2023	RSO					P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	Continue to ensure that funder requirements are considered and met when preparing interim and final reports	Embed into start up grant meetings	31 July 2023	RSO					New
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	Continue to run career development workshops as part of RDP, and embed career progression skils into leadership programme	Evaluate impact of training on researcher communities. The success of this will be evaluated in CEDARS 2023, and through ongoing discussions with Research leads and ESR and research staff. This will allow benchmarking of data for future monitoring.	June 2022 and Oct 2023	RSO for report to HREiRWG				ESR network will address these skills needs and be evaluated at the end of 2021/22 academic year. As above - new funding has been secured to develop additonal training.	New
Managers of researchers must:										
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Embed the research and enterprise development form into the annual SDR process. HR is monotoring SDR completions manually for 2021/22 and will set a benchmark for completion at the end of this process.	Advocate for use of development form to inform annual round of SDRs. SDR completions target of 50% for 2022/23 and 75% for 2023/24	June 2022 and June 2023	HR for reveiw by HREiRWG				The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	P2.3
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Research Managers continue to be encouraged to discuss these issues with their research staff, and further guidance and support can be provided through coaching sessions through the RDP. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.	1 x annual internship and 3 x fellowships continue to be provided at The Studio each year, and opportunities for staff to engage more meaningfully with external partners to be highlighted through development of 3 case studies on website as part of KE Concordat action plan work. KE pump priming fund to be launched in Spring 2022 - £25,000 to support up to 5 projects. Reveiw of HEQR funding to take place annually for consideration at REC on the continued use of future HEQR funding.	June 2022 and June 2023	Studio Manager - report to REC					P3.4 P3.8 P5.5
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	Continue to ensure that 10 days professional development is ring-fenced for all Research only staff and to include 10 days pro-rota for all CoIs and PIs on funded projects. Continue to engage with WLP Steering Group and with HoS to advocate to 10 days allocations across all academic staff. Head of RSO sits on WLP Steering Group and will be part of the review process.	Review of workload planner pilot will allow time spent on researcher development to be identified, to see how effectively this is resourced at the moment.\n\nOpportunities for development offered at all levels both within RDP and in associated programmes (R&E Leadership Programme and MAs in Researcher Development and Supervising Research)	June 2022 and Oct 2023	HRSO for report to HREiRWG				Due to resource constraints across the University, the roll-out of ring-fenced training has been put on hold for all academic staff, but there is provision for training in the WLP tariff allocations. 10 days are protected for research only staff, and discussions take place as part of annual appraisal (SDR) informed by the research and enterprise development plan.	New
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	RDP continues to offer a suite of training opportunities and to secure funding to support emerging leaders on these programmes, tied into promotion training and criteria.	MA modules in Supervising Research and Mentoring and Coaching to run 2021/22 and 2022/23, along with Research & Enterprise Leadership Programme.\n\nFunding made available for supporting research managers on external leadership opportunities, and advertised through RSO. 2 x workshops each year and at least 10 funded places on external workshops, funded through HEQR (£10K ringfenced in budget)	June 2022 and June 2023	RDM - report to REC					P3.6 P3.9 P5.5
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Leadership and management training available to be mapped against the three routes to promotion and staff encouraged to attend as appropriate.	Leadership Coaching is being provided to 10 RLs this academic year, and will be extended to an additional 10 in the 2022/23 academic year	31 July 2023	PVCRE					New

	Researchers must:								
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Continue to ensure that 10 days professional development is ring-fenced for all Research only staff and to include 10 days pro-rota for all CoIs and PIs on funded projects. Continue to engage with WLP Steering Group and with HoS to advocate to 10 days allocations across all academic staff.	Review of workload planner pilot will allow time spent on researcher development to be identified, to see how effectively this is resourced at the moment. Opportunities for development offered at all levels both within RDP and in associated programmes (R&E Leadership Programme and MAs in Researcher Development and Supervising Research). 2 x Career planning workshops to be offered as part of the ESR Network and Researcher Network programmes.	7/31/2022 and review of RDP programme annually	HRSO and RDM - report to HREiRWG			On hold for all academic staff as noted above apart from general time as part of WLP tariff. Limited RDP was offered this academic year due to resignation and subsequent vacancy of the RDM postholder. Ongoing monitoring and review of programme.	P5.5
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Research Managers continue to be encourged to discuss these issues with their research staff, and further guidance and support can be provided through coaching sessions through the RDP. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.	2 Fellowships offered to Research Staff/ESRs at The Studio each year, and suported through Impact Tracker, to evaluate outputs.	June 2022 and June 2023	Imact Research Fellow - report to REC				P3.8
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	Embed the research and enterprise development form into the annual SDR process. Career development workshops included in the RDP each year.	Run 2 workshops each year for PhDs and ESR staff on careers development and planning. Evaluate impact of these workshops via CDEARS 2023 and through meetings with ESR and Researcher communities.	June 2022 and June 2023	RDM - report to REC			The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	P5.5
PCDR4	Positively engage in career development reviews with their managers	Embed the research and enterprise development form into the annual SDR process. HR is monitoring SDR completions manually for 2021/22 and will set a benchmark for completion at the end of this process.	Advocate for use of development form to inform annual round of SDRs. SDR completions target of 50% for 2022/23 and 75% for 2023/24. Evaluate impact of these via CEDARS 2023.	June 2022 and June 2023	HR - report to REC			The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	RSO to continue to collate a suite of training oportunities and secure funding to support emerging leaders on these programmes, tied into promotion training and criteria.	Run 2 workshops each year for PhDs and ESR staff on personal and professional development, and career planning. Link to promotions workshop materials. Evaluate impact of these workshops via CDEARS 2023 and through meetings with ESR and Researcher communities.	June 2022 and June 2023	RDM - report to REC				P5.5
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Research Managers continue to be encourged to discuss these issues with their research staff, and further guidance and support can be provided through coaching sessions through the RDP. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.	At least two Fellowships provided at The Studio each year, and opportunities for staff to engage more meaningfully with external partners to be highlighted through development of KE Concordat action plan work. HEQR seed fund to support at least 10% as KE projects in each round, and an overall ringfenced provision of 25% of funding to support ESR and Researcher communities.	June 2022 and June 2023	HRSO - report to REC				P5.2

* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional suport staff; technicians.