

HREiR Action plan for the University of Reading Sept 2022 - Sept 2025

Details

Institution name:	University of Reading
Cohort number:	1
Date of submission:	23 September 2022
Institutional context:	We typically have 320 - 350 fixed term research staff at any one time, with over one third within one School. Roles are primarily research based, spanning Research Assistants/ Associates/ Scientists, Post-Doctoral Research Assistants and Research Fellows.

The institutional audience* for this action plan includes:

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	300-350	These are our priority staff
Postgraduate researchers	Not included	They have a separate code of practice and policies given their student status.
Research and teaching staff	Not included	Elements of good practice integrated to this group.
Teaching-only staff	Not included	
Technicians	Not included	
Clinicians	Not included	
Professional support staff	Not included	
Other (provide numbers and details):		

Complete for submission								To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)	
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECI1	Ensure all relevant staff are aware of the Concordat.	All research staff should be aware of, and have a copy of, the new Concordat. New Research Staff (RS), new Managers of Researchers (RMs) and Heads of School (HoS) will receive copy as part of their induction (see EI2). Update on progress to be sent to RS, RMs, Heads of Department (HoD) and HoS. Regular Graduate School communications to research staff will 'signpost' to relevant, up to date, Concordat information.	Y	Ongoing- within first three months of appointment Monthly	Dean of PGR & RD RDPO	At least 80% of respondents note they are aware of the Research Concordat (CEDARS 2023), increasing to at least 85% (CEDARS 2025). (2021 = 77%) At least 50% of respondents note they are aware of the HREiR Award (CEDARS 2023), increasing to at least 70% (CEDARS 2025). (2021 = 37%)				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Relevant research staff web pages will continue to be updated and refreshed with any changes to the policy environment. Where gaps exist, research staff communities for engagement will be established across the University.	Y	Ongoing	RDPO Dean PGR & RD	At least 70% of respondents believe my institution is committed to equality and diversity (CEDARS 2023), increasing to at least 80% (CEDARS 2025) (2021 = 64%)				

		<p>A programme of engagement with research staff will be established for each academic year, and will capture any changes to policies and practices, so that they can be communicated to staff.</p> <p>The Reading Research Staff Committee (RSC) to be re-established with representation from across the Schools.</p>		<p>Sept 2023</p> <p>March 2023</p>	RDPO/RS	<p>All Schools to be engaged with the Graduate School (internal staff consultation, May 2023 & 2025).</p> <p>The RSC will be up and running and hold termly meetings as a minimum.</p>				
ECI6	<p>Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.</p>	<p>Design a specific staff consultation to confirm priority areas for the revised action plan for 2022-25.</p> <p>Incorporate updates to actions and success measures in the revised action plan (Sept 22).</p> <p>In addition to CEDARs, seek feedback from staff on the Concordat principles throughout the year via the RSC and staff induction events.</p> <p>The RSC will meet termly and will act as a formal conduit for issue raising and information cascading between RS and wider University.</p> <p>Positive researcher engagement improves, both within and across Schools. Informal social events will be held each year to support ECR networking, awareness, mental health and wellbeing and interdisciplinary collaboration.</p>	Y and updated	<p>Autumn Term 2022</p> <p>Ongoing</p> <p>2023 & 2025</p> <p>March 2023</p> <p>3 x per year</p>	RDPO	<p>At least 75% of respondents feel included within their immediate research environment / research group (CEDARS 2023) increasing to at least 80 % in 2025. (2021 = 76%)</p> <p>At least 65% of respondents feel valued at work (CEDARS 2023) increasing to at least 75% in 2025. (2021 = 66%)</p> <p>At least 75% of respondents feel they have a good level of job satisfaction (CEDARS 2023), increasing to 85% (CEDARS 2025) (2021 = 78%)</p> <p>At least three informal social events will be held per academic year. Participation and diversity of Schools/Departments increases each year.</p>				
ECR1	<p>Encourage researchers to 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.</p>	<p>Ensure all mandatory training around people management e.g., D&I, is completed in a timely fashion.</p> <p>Participate in your School's mentoring scheme to support new members of staff.</p> <p>Identify opportunities where you can add value to improve the environment and culture in your School.</p> <p>Develop and run a new face-face induction each term for new staff members, to introduce them to the Concordat, the Graduate School and signpost them to the breadth of support available.</p>	Y	<p>Annually in June</p> <p>Ongoing</p> <p>Ongoing</p> <p>Each term starting June 2023</p>	<p>RS</p> <p>PDA</p> <p>HR Partners</p> <p>Dean PGR & RD / RDPO</p> <p>Dean PGR & RD / RDPO</p>	<p>All mandatory people management courses are completed. Cases of non-completion to be followed up by HR.</p> <p>Promote mentoring scheme and encourage experienced RS to mentor new RS and / or Post Graduate Researchers (PGRs)</p> <p>Seek feedback from RS through RSC on the topic of Environment and Culture.</p> <p>Liaise with School D&I Leads to gather examples of good D&I practice and share among all the Schools.</p> <p>At least 75% of induction attendees rate the induction as informative and useful.</p>				

Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Wellbeing to continue to be a focus during research staff induction. PDR process training and communications to continue to provide a reference to the importance of staff wellbeing. Wellbeing web pages to continue to be promoted and updated (as required) Research Staff Committee to disseminate new initiatives and take on board staff feedback for resolution.	Y	Ongoing Begin by March 2023	PDA RMs Dean PGR & RD	Positive CEDARS responses in 2023 to be at least 60%, rising to 80% by 2025: - I believe that my institution actively promotes the importance of health and wellbeing amongst staff. - I work in an environment that supports my health and wellbeing. - My manager promotes a good work life balance. - I am familiar with my institution's mechanisms to report discrimination, bullying and harassment. - I think staff at my institution are treated fairly, irrespective of any protected characteristics. (2021 benchmarks range between 48 – 73%)				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Mandatory D&I training courses to continue to be part of new staff induction. School D&I leads to share and report examples of good practise to the Graduate School and local RS communities.	Y	Ongoing	PDA D&I Leads RDPO	Mandatory training completed by all new staff. RS share good practice examples every term via the RSC.				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Refer all new staff to HR Wellbeing web pages and PI Induction module. Race Equality Review actions to be implemented. RMs to work with HR Partners to raise concerns early to avoid escalation. Linked to ECI3.	Y	Ongoing	HR Partners PDA	See ECR3 measures.				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	No new action required at this time, over and above existing policies in place to support flexible working.				N/A				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Ensure research staff are familiar with wellbeing resources and take appropriate action to positively resolve concerns in a timely manner. CEDARS results to be discussed at the RSC and any successes celebrated and concerns addressed appropriately.	Y	Ongoing with results from CEDARS 2023 & 2025	PDA	Positive CEDARS responses in 2023 to be at least 70%, rising to 80% by 2025: 1. I believe that my institution actively promotes the importance of health and wellbeing amongst staff. 2. I work in an environment that supports my health and wellbeing. 3. My manager promotes a good work life balance. (2021 benchmarks range between 50 – 73%)				

							Staff face-face induction on-the-day evaluation records >75% know where to find information on wellbeing and mental health.			
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	See ECM3.								
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Note: ECM3 is also in the above section.								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	No new action required over and above the existing policies and practises already in place.								
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	No new action identified at present, over and above access to the existing mandatory training modules.								
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	<p>Ensure that RS are aware of the CSRI (Concordat to Support Research Integrity) and action plan and work in accordance with the principles it contains, through new RS webpages and training module.</p> <p>RS to attend Research Integrity Training as agreed by CORRI and Introduction to Data Management training.</p> <p>RS to comply with UoR policies for data management.</p>	Y	Ongoing	Committee for Open Research and Research Integrity	At least 60% of RS have completed relevant Research Integrity and Data Management training by Sept 2023, increasing to 80% by 2025.				
					PDA					
					HR Partners	Number of cases of research misconduct to report each academic year to remain at zero.				
Research Integrity										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity and are able to report infringements or misconduct.										
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards	No new action was identified. The obligation is adequately covered through existing policies, procedures and training e.g.,				At least 70% of respondents note that they are aware of the Concordat to Support Research Integrity (CEDARS 2023),				

	of research integrity and professional conduct.	CORRI training. See ECI5 below.				increasing to at least 80% in 2025. (2021 = 55%)				
ECM3	Ensure managers' report and address incidents of poor research integrity.	No new action was identified. The obligation is adequately covered through existing policies and procedures.								
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	No new action was identified. The obligation is adequately covered through existing policies, procedures and training e.g., CORRI training.								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	No new action was identified. The obligation is adequately covered through existing policies and procedures.								
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
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.	See ECM 5 Re-establish the Research Staff Committee (RSC) and seek new Chair/ Secretary roles. This is a high priority to reconnect RS across the Schools.	N	March 2023	RDPO/ Dean for PGR & RD	Research Staff Committee meets termly and Chair attends relevant University research committees. Share examples of positive changes implemented that come from RSC.				
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	All research managers to complete an annual personal research plan. This informs research division plans, and then school plans and finally the University Research strategy. It is also used to improve research culture, environment and policy.	N	Strategic Research and Innovation Plan (2023-28)	Dean for PGR & RD RMs	Careful research planning supports the development of environment, research culture and future policies and allows all managers an opportunity to contribute. We will monitor revisions to policies and process that encourage an improved research culture.				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Review existing Committee positions to ensure all are filled with succession planning in place.	N	March 2023	RDPO / Dean for PGR & RD	All Committee positions are filled. Share examples of how RMs have contributed to discussions and policy development.				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Review ECR membership of Committees post COVID and ensure all available spaces are filled, with succession planning in place. Spaces/end of term positions to be offered up to staff.	N	March 2023	RDPO / Dean for PGR & RD RS	Ensure every opportunity for Committee membership is fulfilled by an ECR, to be able to influence and contribute to policy development. Share examples of how RS have contributed to discussions and policy development				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	RS to make use of existing local committees and support structures to influence the wider academic community.	N		RS	For example, in one of our largest Schools, meteorology, there is a school PDRA committee which feeds into School and University plans.				
Employment										
Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										

E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	No new action was identified. The obligation is adequately covered through existing policies and procedures.								
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	New online Researcher Induction Module to be rolled out to RS. Develop and run a new face-face induction each term for new staff members, to introduce them to the Concordat, the Graduate School and signpost them to the breadth of support available.	N Y	Annually Each term starting June 2023.	PDA Dean for PGR & RDPO	Attendance at face-face induction sessions are well attended and evaluation feedback supportive of the content. At least 75% of induction attendees rate the induction as informative and useful.				
Recognition, reward and promotion										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
E13	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.	No new action was identified. The obligation is adequately covered through existing policies and procedures.				The number of promotions from Grade 6-7 and 7-8 (via the Merit based promotion panel and main University Titles committee) will be monitored over the three years to assess whether there is an increasing/decreasing trend and whether further action is required to address any barriers to the promotion pathway.				
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	No new action was identified. The obligation is adequately covered through existing policies and procedures.								
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	No new action was identified. The obligation is adequately covered through existing policies, procedures and training modules on offer.								
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	No new action was identified. The obligation is adequately covered through existing policies and training modules on offer.								
ER2	Researchers understand their reporting obligations and responsibilities.	No new action was identified. The obligation is adequately covered through existing policies, procedures and training modules on offer.								
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										

EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Roll out new online training module for RMs, HoD and HoS focused on the key things they need to know.	Y	Summer Term 2023	PDA	At least 85% of RMs, HoD and HoS have completed online training by Dec 2022, increasing to 95% by July 2023.					
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.	Implement training as per action plan for the Concordat to Support Research Integrity (CSRI) RMs attend line management training.	N	Summer 2025	CORRI PDA	At least 80% respondents believe that their institution promotes the highest standards of research integrity and conduct (CEDARS 2023), increasing to at least 85% (CEDARS 2025). (2021=72%) CEDARS: At least 80% (2023) of respondents respond positively to the following question, rising to 85% (2025): - Have you participated in a staff review/appraisal in the past two years? (2021 = 80%) At least 75% (2023) of respondents respond positively to the following question, rising to 80% (2025): - How useful did you find your staff review /appraisal? (2021 = 69%)					
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	No new actions required over and above the existing training courses such as D&I.									
EM4	Managers actively engage in regular constructive performance management with their researchers.	RM/PIs work with ECRs on ongoing performance reviews.	Y	Summer 2025	RM/PIs	See ER3 below.					
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Ensure ECRs/ PDRAs review PDRs and CDPs when moving onto new projects with a new PI. Work with HR Business Partners on the review of PDR. Amendments are made to the new HR System being developed, specifically capturing RS improvements to improve future reporting e.g. completion of mandatory training on D,E &, PDRs.	N Y Y	Annually 2024 Dec 2024	RS HR Partners HR/RDPO	CEDARS: At least 80% (2023) of respondents respond positively to the following question, rising to 85% (2025): - Have you participated in a staff review/appraisal in the past two years? (2021 = 80%) At least 75% (2023) of respondents respond positively to the following question, rising to 80% (2025): - How useful did you find your staff review /appraisal? (2021 = 69%) The new HR system will capture improvement's specific to RS community to inform future reporting and action planning.					
Job security											
The aim of this obligation is to improve the job security of researchers.											

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.	We plan to engage with HR Business Partners about their plans for any changes to recruitment/retention /PDP/appraisal processes over the next three years. This will be work in progress and the action plan updated as future decisions and plans are made that affect our research staff.				This is a new area of work, led by HR and not yet scoped out. We are working with HR to ensure the Concordat principles are captured in any changes going forwards.			
Professional and Career Development									
Championing professional development									
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.									
PCDI 1	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.	<p>Roll out the new online Researcher Induction module to new and existing staff and seek feedback for future improvements.</p> <p>Develop and run a new face-face induction each term for new staff members, to introduce them to the Concordat, the Graduate School and signpost them to the breadth of support available.</p> <p>Explore the concept of 'Take 10' - work with PIs/RMs to embed the support for RS/RM to take time (minimum of 10 days/yr) for professional development.</p> <p>Repeat Mentimeter survey in July 2023 to assess if more staff are taking a minimum of 10 days/year for their own professional development.</p> <p>Explore using online tools e.g., LinkedIn to record alumni movement across academic and other sectors to better inform future career advice.</p>	Y	Annual	PDA	Use training evaluation forms to enable continued improvements and updates to the induction module.			
				Each term starting June 2023	Dean for PGR Studies & RDPO	At least 75% of induction attendees rate the induction as informative and useful.			
				Spring Term 2023	RDPO, Graduate School	Discuss the concept of a 'Take 10' promotion with the new Research Staff Committee, to motivate and re-engage staff in looking at opportunities to further their CPD.			
				July 2023	Dean for PGR Studies	2023 & 2025 - CEDARS response about the number of days spent on professional development to have increased from 11% (2021) to at least 25% (2023) and 35% (2025).			
				By July 2024	RMs	Mentimeter results (July 2023) show that more than 30% of staff have taken a minimum of 10 days/year for their own professional development.			
					HR	Examples where staff have moved onto secure permanent employment (at Reading or elsewhere) will be recorded and future trends monitored each year.			
PCDI 6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	We are exploring how to manage the formal introduction of establishing a requirement of new staff passing the 6-month probation period to include having a career development plan in place.	N	Summer Term 2023	HR / RMs / PIs	Monitor feedback from HR and RMs/PIs and RS through the RSC about CPDs and identify any gaps or support required.			
					RDPO	Monitor attendance at internal researcher development courses. At least 70% of attendees score the training as relevant and useful using evaluation forms.			
					PDA				

PCD M3	Managers 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.	See PCDI1	N		RM	See PCDI1				
PCD R1	Researchers 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.	See PCDI1 Pilot a trial to bring in a specialist career advisor to work with ECRs on career plans.	N	Summer Term 2023	RDPO / Dean PGR & RD PDA RS	Tender and quotes will be gathered to bring in an external career specialist. A trial of 1-1 appointment will be offered to RS. Attendees will be asked to complete an evaluation form as part of the pilot scheme to inform any further developments for future provision.				
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI 2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Roll out a 'PDR For Managers' module on CDRs/CDPs annually. Review existing HR and management processes to identify gaps in the provision of career development planning opportunities and support for ECRs. Work with relevant stakeholders to identify actions to address the gaps. New HR System being developed to consider incorporating a mandatory PDP as part of the individual' probation period.	N	Annual Summer Term 2025 March 2023- Dec2024	PDA HR / RS / HoS HR/ RDPO	Maintain the high CEDARS score of 92% (2021) of respondents positively rating the usefulness of the career development review with their manager. HR PDR review to incorporate CDP for ECRs. CDP template to be agreed or adapted for the different Schools. Mandatory PDP will help to embed career and personal development planning into RM role.				
PCDI 6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Ensure all new PDRAs have a CDP in place at the end of their probation period. Roll out CDPs to the rest of the researcher body.	N	Spring Term 2024 Summer Term 2025	HR RMs/Pis Dean PGR & RD	At least 80% new RS have a CDP in place by the end of their contract probation period.				
PCD M1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCDI2 and PCDI6.								
PCD R4	Researchers positively engage in career development reviews with their managers.	See PCDR1.	N	Summer Term 2023	RS					
Career development support and planning										
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										

PCDI 3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Working with the existing student careers service, Knowledge Transfer Centre and the Research Enterprise Service, we will explore opportunities to improve the RS access to an extended careers service that supports RS.	N	Summer 2025	RDPO PDA Dean of PGR & RD	Monitor and report on events/ seminars/ panel discussions etc. arranged for RS. All events will use 'mentimeter' feedback forms to evaluate the ongoing provision over the next three years with the aim of embedding a permanent rolling programme of careers support for RS.				
PCD R3	Researchers 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.	<p>Promote the Researcher Induction Module, with links to the CPD etc, through the new staff newsletter.</p> <p>Put on training/seminar sessions to focus on CPD.</p> <p>Roll out new training courses e.g., Narrative CV, to RS.</p> <p>Work with RS through the re-established RSC to identify opportunities to enhance career development opportunities</p>	N	<p>Annual</p> <p>2023/24</p> <p>Ongoing</p> <p>2023-25</p>	<p>PDA</p> <p>RDPO</p> <p>RS</p>	<p>HR to monitor feedback on the new Researcher Induction Module and make changes as required.</p> <p>New CPD sessions and training courses will be evaluated each time via feedback forms.</p> <p>CPD will be a standing item on the re-established RSC so will be discussed formally by RS every term, allowing opportunities to constantly influence delivery of support.</p> <p>Monitor the take up of CPD courses.</p> <p>CEDARS - At least 50% (2023) of respondents answer positively that they have a CPD in place (2023) increasing to at least 75% in 2025.</p>				
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI 4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	No action at this time.								
PCD M4	Managers 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.	<p>No action at this time over and above existing day-day practises, policies and procedures.</p> <p>See PCDI1 above.</p>								
PCD M5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	No new action required at this time over and above existing training provision available to RMs.								
PCD R5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	No action at this time.								
Diverse careers										

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
PCDI 5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	RDPO role will deliver a programme of engagement activities for RS, which will include exploring alternative careers outside of academia. RSC will identify areas of interest to pursue. New HR System being implemented in 2023 may provide the opportunity to track the new role of RS who leave. Use this information to inform ECRs of career options.	N	2023/24	RDPO HR Partners	RSC will meet termly with minutes available to all staff and opportunities for input broadened via the new communication channels that will be established by the RDPO. Positive CEDARS response for: - You have discussed your career options within and beyond academia with a career specialist? 2023 = 25%; 2025= 45%				
PCD M2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	All Schools that don't currently have a mentoring scheme are putting in plans to address this where there is a need. RMs/PIs to support RS to put a CDP in place, particularly for new starters.	N	2024 2025	HoS / RMs / PIs PDA	Via RSC, all Schools to report that mentoring schemes are in place and working well. Positive CEDARS responses for: - You are aware of what is available at your institution to support you in your professional and career development? 2023 = 75%; 2025 = 85%				
PCD R2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	RDPO role will deliver a programme of engagement activities for RS that will help to improve this area of support for RS e.g., RSC, seminars, newsletter, researcher conference and panel discussions, links to KTC, networking with other HEIs.	N	Summer Term 2023	RS	Positive CEDARS responses for: - You have a clear career development plan? 2023 = 50%; 2025 = 65% - Opportunity to experience other employment sectors 2023 = 20%; 2025= 35% -Secondment/placement in another employment sector 2023 = 10%; 2025 = 15%				
PCD R6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	No specific actions planned at this time. However, opportunities to support career development through the University's Knowledge Transfer Centre and Research Services teams will be explored and the action plan updated if appropriate.								

* The Researcher Development 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 Researcher Development 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 support staff; technicians.

Further hyperlinks and supplementary information (more rows can be added)	
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Abbreviations and glossary (more rows can be added)	
CDPs	Career Development Plans
CORRI	Committee on Open Research and Research Integrity
CSRI	Concordat to Support Research Integrity
Dean PGR & RD	Dean of Postgraduate Research Studies and Researcher Development
HEI	Higher Education Institution

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HofS	Head of School
HR	Human Resources
KTC	Knowledge Transfer Centre
PDA	People Development Advisor
PDR	Performance Development Review
PGR	Postgraduate Research
PDRAs	Post-Doctoral Research Assistants
RDPO	Researcher Development Project Officer
RES	Research Enterprise Services
RM	Research Manager
RS	Research Staff
RSC	Research Staff Committee