HREiR Action plan template June 2021 to June 2023

Institution name:	**University of Worcester**
Cohort number:	**14**
Date of submission:	**31/03/2022**

The institutional audience for this action plan includes:

Audience (beneficiaries of the action plan)	Number of	Comments
Research staff	17	Staff identified as employed on University of Worcester research only contract whose primary role is research focused
Postgraduate researchers	200	
Research and teaching staff	179	Staff identified as having significant responsibility for research or identified as Emerging Researchers through REF 2021 Code of Practice

Column1	Obligation2	Action	Success Meaure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Column2	Old Concorda
	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	
Environment and Culture									
Institutions must:									
ECI1	Ensure that all relevant staff are aware of the Concordat	a. Publish Concordat on internal research webpage. b. Promote Concordat in Staff Induction. c. Promote Condordat in PGR Induction. d. Conduct local Cedars Survey to measure awareness of the Concordat (UW Cedars). e. Develop, deliver and disseminate guidance and resources for managers of researchers	a - d 100% of researchers demonstrate awareness of the Concordat in Cedars 2023. e - Guidance and Resources available and launched to managers of researchers.	a - d Sept 2021 and ongoing e. Sep 2022	a. Research Office b. DPVC Research c. Lecturer in Researcher Development d. Head of OD e. Researcher Development Lead	We ran two rounds of internal surveys with research staff based on the existing Cedar Survey. Round 1 in February/March 2022 and Round 2 February/ March 2023. In Round 1 41.6% of researchers demonstrated some understanding of the Concordat. In Round 2, this has increased to 75% of those surveyed demonstrated awareness of the Concordat. The same proportion were aware of the HREIR Action Plan. We have consulted with managers of researchers through focus groups, about their needs. We have developed Resources in the form of an online guide for managers and are in the process of gathering feedback from other stakeholders, including members of the Concordat Implementation Groups and Research Directors before launching in summer 2023. We engaged in the National Cedars Survey in 2023, however our response rate was low at 9% and of those who	The survey results demonstrate that although we have not hit the 100% target we have made progress during 2022 and 2023 on awareness of the Concordat. In addition to bespoke resources, we have spent a considerable amount of time in 2022/3 exploring the best approach to supporting the managers of researchers and exploring how exisitng material and approaches used for management devleopment at the University can be adapted and tailored to the managers of researchers. For example ensuring case studies used in training consider the research perspective.	No	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	a. All relevant policies subject to periodic review as per institutional policy including Equality Impact Assessments (EIA) b. Current versions of all relevant policies and procedures are made available through the internal research webpages	a. Reviews completed in line with UW policy. b. All researchers demonstrate awareness of relevant policies in CEDARS 2023. b. Researchers report that they are supported to engage in policy and practices in CEDARS 2023.	a. Sept 2021 and ongoing b. Sept 2021 and ongoing	a. Head of OD	a. HR policies are subject to a cycle of periodic review. For in 2022/3 we reviewed Bullying and Harrassement, Equality and Diversity, Grievience and Disapline. b. Round 1, 45% reported awareness of relevant policiies, in Round 2 75% of those surveyed reported awareness of relevant policies.	The internal survey results demonstrate a growing awareness of relevant policies.	No	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	a. Embed "Supporting research student wellbeing" training and guidance in Research Supervisor Development programme b. Embed "Supporting researcher wellbeing training through guidance in resources for managers of researchers c. Embed "Supporting researcher wellbeing" in Research Leadership programme d. Review and update policy on Bullying and Harassment and associated guidance for staff and managers	a. Embed in programme for September 2022 launch. b. Guidance and Resources available and launched to managers of researchers. c. Embedded in programme for 2021/22 d. Policy reviewed and updated in line with UW procedures. a-d At least 70% of researchers are aware of Bullying and Harassment policy in CEDARS 2023.	a. Sept 2022 b. Sept 2022 c. Jan 2022 d. December 2021 and ongoing	a. Researcher Development Lead b. Researcher Development Lead c. Researcher Development Lead d. Head of OD	a- d In Round 1 45.5% of researchers repored familiarity with institution's mechanisms for bullying and harrasmment. This had increased to 75% in Round 2. b. Wellbeing is a key aspect covered in the Resources for Managers including signposting to other university relevant resources. c. Completed - The Research Leadership programme launched in January 2022 included sessions on personal resilience and wellbeing. d. Policy updated during 2022/3.	All actions completed	No	P6.9
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health	a. Promote EDI training to all staff b. Promote "Wellbeing at Work" training to all managers of researchers c. Promote "Recruitment and Selection" training to those involved in managing researchers	a. At least 90% of staff complete EDI training. b. 60% of managers of researchers have undertaken "Wellbeing at Work" training. c. 90% of managers of researchers have undertaken "Recruitment and Selection" training a-c At least 80% of researchers believe the University is committed to equality and diversity (CEDARS 2023)	a. Sept 2021 and ongoing b. June 2023 c. June 2023	a. Head of OD b. Head of OD c. Head of OD d. Head of OD	a. Feb 2022 Completed 100% staff at UW completed mandatory bi-annual EDI Training. b. The University has promoted wellbeing at work training to all staff including researchers. The attendance data shows that circ 30% of those who engage in research have attended some form of wellbeing workshop. c. HR audited engagement in R and S Training. in 2022 66% of managers of researchers had engaged with R and S Training. a-c In Round 1 75% of respondents agreed that the University was committed to EDI. This has risen to 100% in Round 2.	Since August 2022 over 70 people have engaged in face to face recruitment and selection training, and over half of these were academic members of staff who may well be managing researchers now and in the future. It is UW policy that any manager who is involved in recruitment and selection must attend this training before they are permitted to be involved in the process.	No	P2.3

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ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	a. Promote Research Integrity Concordat through webpages and events b. Embed Research Integrity Concordat in Induction for researchers (staff) c. Ensure training on Research Integrity is embedded in Researcher Development Programme (Student) d. Ensure training on Research Integrity is embedded in Researcher Development Programme (Staff), in particular in the Research Leadership programme e. Embed training on Research Integrity into guidance and resources for managers of researchers f. Embed Research Integrity into School Level RKE Implementation Plans	a. Programme of events embedded in Researcher Development Programme for Sept 2022 launch. b. Programme content reviewed and developed. c. Identifiable stream of work on research integrity in Researcher Development Programme (Student). d. Embeded in programme for 2021/22 e. Guidance and resources launched Sept 2022. f. All school level plans include actions to ensure high standards of research integrity. a-f At least 80% of researchers believe the University promotes the highest levels of research integrity (CEDARS 2023)	a. June 2021 b. Sept 2021 c. Sept 2021 d. Sept 2021 e. Sept 2022 f. June 2022	a. Research Integrity Champion and Researcher Development Lead b. DPVC Research c. Lecturer in Researcher Development d. Researcher Development Lead e. Researcher Development Lead f. CDRKE	a. DPVC Research appointed as Research Intergrity Chamption. b and d. In 2022/3 The University invested in Epigeum Research Intergrity online Training Resources to resource the Staff Researcher Development Programme and is included in Induction c. Training on Research Intergrity is embedded in RSDP 4004 on the Postgraduate Certificate in Research Methods. e . Resources for Managers includes information on Research Integrity. f. Research Integrity is embeded into some RKE Implementation Plans. a- f In Round 1 90.09% report have not felt pressured into compromising research standards or integrity. In Round 1, 72% report that the institution promotes the highest standards of research integrity and conduct. This has risen to 100% in Round 2.	All actions completed	No	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	a. Undertake UWCEDARS 2022 and CEDARS 2023. b. Seek qualitative feedback through focus groups with Researchers. c. Establish Staff Researcher Network, led by Researchers to seek feedback.	a. Report feedback from researcher network at each University Research Committee b. Researcher feedback reflected on and responded to by Research Directors and reported at UW RKE committee. c. Network established with regular meetings and identified feedback mechanisms.	a. Feb 2022 and 2023 b. Feb 2022 c. June 2022	a. CDRKE b.CDRKE c. Researcher Development Lead/Head of OD		Completed	Yes	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								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								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 working conditions								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	a. Promote EDI training to all staff b. Promote "Recruitment and Selection" training to those involved in managing researchers	a. At least 90% of staff complete EDI training b. 90% of managers of researchers have undertaken "Recruitment and Selection" training a-b. At least 80% of researchers believe the University is committed to equality and diversity (CEDARS 2023) at least 80% of researchers had not experienced discrimination at work (CEDARS 2023)	a. Sept 2021 and onoing b. June 2023	a. Head of OD b. Head of OD	a. The University requires all staff to complete mandatory EDI training every two years. At the last point of audit, over 90% of staff have completed this training. b. In April 2023 all managers involved in recruiting researchers have undertaken recruitment and selection training. We have developed additional support in recruitment and selection in our resources for managers of researchers. In round 1 of UW Survey 90.9% researchers agreed UW comitted to equality and diversity this increased to 100% in 2023. In round 1 81.8% had not personally experienced discrimination and 90.0% researchers had not experienced personal bullying and harrassment. In Round 2 this had risen to 100% for both questions.	Completed	No	New
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	a. Embed Research Integrity into School Level RKE Implementation Plans and monitor performance.	a. At least 80% of researchers believe the University promotes the highest levels of research integrity (CEDARS 2023) a. Increasing number of Research Ethics Proposals approved at College Research Committee at round 1	a. June 2023	a. Managers of Researchers	a.In Round 1 81.8% consider the institution promotes the highest standard of research integrity and conduct. In Round 2, this had risen to 100%.	Completed	No	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	a. Ensure promoting a health working environment is embedded in core HR practices that managers enact.	a. HR Case work associated with researchers does not result in retention risks and/or ET cases. >60% of researchers familiar with reporting mechanisms and are comfortable to report. 100% of researchers not felt bullied or harrassed.	a. June 2022 and ongoing	a. Managers of Researchers/HR Business Partners	a. There have been no ET case work associated with researchers. a. In Round 1 45% of researchers familiar with mechanisms to report bullying and harrassment. Over 50% comfortable to report bullying and harrassment. Over 90% had not felt bullied or harrassed. In Round 2 this had risen to 75% for questions 1 and 2 and no one had felt bullied or harressed.	Completed	No	P6.9
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	a. Provide updates and guidance for managers on University's policy and procedure on flexible working to enable them to fully consider requests.	a At least 80% of researchers believe that the institution treats them fairly in relation to flexible working requests. b. At least 90% of requests made for flexible working by researchers are implemented	a. June 2022 and ongoing	a. Head of OD	a. The University provides all managers and individuals with guidance on flexible working. a. In Round 1 91.6% of researchers believe that the institution treats them fairly in relation to flexible working requests. In Round 2 this had risen to 100%.	Completed	No	New

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ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a. Ensure Heads of Department are represented on College RKE Committees b. Disseminate quarterly policy and process update to Heads of School and Heads of Department via Senior Management Team meetings	a. Heads of Department elected to University RKE Committee and College RKE Committees a. Evidence of engagement with committees through at least 75% attendance of reps. b. CDRKE disseminated policy update in School SMT meetings	a. Sept 2021 b. December 2021 and ongoing	a - b CDRKE	a. Partially completed, Heads of Department have been elected, however attendance has been below 75%. b. College RKE Directors meet regularly with Heads of Schools. Managers of Researchers were given the opportunity to contribute to focus groups that discussed aspects of research policy.	Carry forward engagement of HODS to new action plan	No	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	a. Ensure more senior researchers (Professors, Principal and Senior Research Fellows) complete mentor training and actively engage with Research Mentoring Programme	a. At least 80% of senior researchers have completed training to be a Research Mentor and are actively mentoring other researchers	Jul 2022	a CDRKE	a. A research mentoring scheme was implemented 4 years ago. There has been some uptake, however work undertaken by the CRKE Directors in 2022/3 has concluded that the scheme needs review and reappraisal to ensure it meets current requirements.	Partically completed. Carry forward review of Resaerch Mentoring scheme to new action plan.	No	New
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	a. Promote the need to engage with EDI Training b. Promote to researchers the need to engage with Research Integrity Training on Staff Development Programme . c. Monitor percentage of staff Research Ethics Proposals approved at College Research Committee Round 1.	a. At least 90% of staff complete EDI training b. Incresing number of Research Ethics Proposals approved at College Research Committee at round 1 c. At least 80% of researchers believe the University is committed to equality and diversity (CEDARS 2023).	a. Sept 2021 b. June 2023 c. June 2023	a. Head of OD b. All Researchers c. Head of OD	a. The University requires all staff to complete mandatory EDI training every two years. At the last point of audit, over 90% of staff have completed this training. b. The percentage of Research Ethics Proposal approved at round 1 is unchanged. In Round 1 of UW Survey 90.9% researchers agreed UW comitted to equality and diversity this increased to 100% in 2023. In round 1 81.8% had not personally experienced discrimination and 90.0% researchers had not experienced personal bullying and harrassment. In Round 2 this had risen to 100% for both questions.	Completed	No	P5.3
ECR3	Take positive action towards maintaining their wellbeing and mental health	a. Promote well-being at work training to all researchers.	a. At least 60% of researchers have engaged in training in mental health and well-being. a. Over 80% of researchers believe that ttheir health and well being is supported through their work environment (CEDARS 2023)	a. June 2023	a. Head of OD	a. We have developed, promoted and disseminated a Well-Being Guide for Researchers. a.In Round 1 2 over 78% of researchers indicated that they would like training in mental health and well-being. Since February 2022, The Unversity had launched a series of resources, training and support on well-being for all staff. In Round 2 75% believed their working environment supports their mental health and well-being. 100% stated that they take positive action to protect their own mental health and well-being.	Partially completed. Carry forward training in mental health and well-being to new action plan.	No	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	a. Ensure that researchers engage with training and associated guidance on research misconduct that forms part of the RDP (staff and student). b. Ensure that Researchers are aware of Equality, diversity and bullying and harrassment policies and procedures	a. 100% of new PGRs have undertaken training on research misconduct. 100% of new research staff have undertaken training on research misconduct. b. At least 60% of researchers in UW CEDARS 2022 are aware of Bullying and Harassment policy and procedures increasing to 70% in CEDARS 2023..	a. Jul 2022 b. Feb 2023	a. Lecturer in Researcher Development/Researcher Development Lead b. Head of OD	a. Completed b. In Round 1 45% of researchers familiar with mechanisms to report bullying and harrassment. Over 50% comfortable to report bullying and harrassment. Over 90% had not felt bullied or harrassed. In Round 2 this had risen to 100%	Completed	No	P6.9
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a. Ensure that research staff and PGRs are represented on College and University level RKE Committees. b Establish Staff Researcher Network, led by Researchers to feed into policy develeopment.	a. Research Staff and PGR reps elected to University RKE Committee and College RKE Committees. Evidence of engagement with committees through at least 75% attendance of reps.	a. Sept 2021 b. Dec 2021 and ongoing	a.CDRKE b.CDRKE	a. Research staff and PGRs are represented at College and University level. Attendance is above 75%. b. The Staff Researcher Network was established in November 2022 and is meeting monthly.	Completed	No	P3.13
Employment									
Institutions must:									

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EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	a. Ensure that Recruitment Processeses and Documents identify open, transparent and merit based criteria and focus on research and learning and teaching b. Ensure that policies and procedures for recruitment and selection are easily accessible through the HR website.	a. At least 70% researchers identify the recruitment process as fair, inclusive, transparent and merit-based (CEDARS 2023) b. At least 90% of staff complete EDI training. b. 90% of managers of researchers have undertaken ""Recruitment and Selection"" training. b. At least 80% of researchers believe the University is committed to equality and diversity (CEDARS 2023). b. at least 80% of researchers had not experienced discrimination at work (CEDARS (2023)	a- Sept 2021 and ongoing b. Sept 2021 and ongoing	a. HR Business Partners b. Head of OD	a. In Round 1 92% indentified the recruitment processes as open and transparent. This has dropped to 66% in Round 2, with some respondents indicating that didn't know. b. Feb 2022 99% staff at UW completed mandatory bi-annual EDI Training. b. b. In Round 1 45% of researchers familiar with mechanisms to report bullying and harrassment. Over 50% comfortable to report bullying and harrassment. Over 90% had not felt bullied or harrassed. In Round 2 this had risen to 100%. b. b.In round 1 of UW Survey 90.9% researchers agreed UW comitted to equality and diversity this increased to 100% in 2023. b. In round 1 81.8% had not personally experienced discrimination and 90.0% researchers had not experienced personal bullying and harrassment. In Rpund 2 this had risen to 100% for both questions. Over 90% had not felt bullied or harrassed.	Completed	No	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	a Review and enhance UW induction for researchers. b. Build guidance on inducting researchers at School and Department level into resources and guidance for managers of researchers.	a - b New researcher induction programme in place for 2022/23 at UW and School level. b. Guidance for managers includes guidance on induction.	a. Sept 2021 b Sept 2022	a. DPVC Research b. Researcher Development Lead	a- b In Round 1 >80% indicated that departmental level induction was useful. 65% indicated that UW was useful. In Round 2 this has risen to 100%. b The Resources for managers of Researchers includes information and best practice for induction.	Completed at University Level. Carry forward School Level Induction to new action plan.	No	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	a. Finalise and launch Academic Career Pathways scheme which sets out clear expectations for staff at all career stages and the mechanisms and support for movement along and where appropriate between pathways	a. Programme launched and staff allocated to career pathways	a. Mar 2023	a. Deputy VC and DPVC Research	a. In 2022 the University reviewed and revised its promotion and reward schemes. The process for application was clarified and guidance developed to enable applicants to address the criteria more specificially. For example specific crtieria have been developed to enable staff to understand and provide evidence to meet the critiera for moving between different career stages and within research and teaching and teaching pathways. a. The University has begun a Staff Researcher Career Stage Project to identify the devleopment needs of staff at each stage of an academic researcher career. This work will feed into the new Action Plan.	Partially completed. Carry forward work through Staff Researcher Career Stage Project to next action plan. Several research staff made sucessful applications for reward in 22/23.	Yes	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	a. Embed training on line and project management into resources and guidance for managers of researchers. b. Review UW Management and Leadership Programme to ensure alignment with HREIR Action Plan.	a. Guidance and Resources available and launched to managers of researchers. b. Programme reviewed and realigned if necessary. a - b At least 70% of researchers identify that their manager encourages them to engage in CPD (CEDARS 2023)	a. Sept 2022 b. Sept 2022	a. Researcher Development Lead b Head of OD	a-b We have consulted with managers of researchers through focus groups, about their needs. We have developed Resources in the form of an online guide for managers and are in the process of gathering feedback from other stakeholders, including members of the Concordat Implementation Groups and Research Directors before launching in Summer 2023. b. in 2002/3 we have developed a new theme on UW Staff Development theme on Managing and Leading and will keep the applicability of the programme to the research community under review. The Resources for Managers of Reserachers provides further guidance on the applicability of UW training and devleopemnt to the research context. In Round 1>60% researchers indicated that their manager encouraged them to engage in professional development. this increased to 100% in Round 2.	Partically completed. Carry forward monitoring engagement of researchers with CPD to next action plan.	No	P2.3

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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	a. Finalise and launch Academic Career Pathways scheme which sets out clear expectations for staff at all career stages and the mechanisms and support for movement along and where appropriate between pathways. b. Review UW Management and Leadership Programme to ensure alignment with HREIR Action Plan.	a. Programme launched and staff allocated to career pathways. b. Programme reviewed and realigned if necessary.	a. Mar 2023 b. Sept 2022	a. Deputy VC and DPVC Research b. Head of OD	a. In 2022 the University reviewed and revised its promotion and reward schemes. The process for application was clarified and guidance developed to enable applicants to address the criteria more specificially. For example specific crtieria have been developed to enable staff to understand and provide evidence to meet the critiera for moving between different career stages and within research and teaching and teaching pathways. a. The University has begun a Staff Researcher Career Stage Project to identify the devleopment needs of staff at each stage of an academic researcher career. This work will feed into the new Action Plan.a-b We have consulted with managers of researchers through focus groups, about their needs. We have developed Resources in the form of an online guide for managers and are in the process of gathering feedback from other stakeholders, including members of the Concordat Implementation Groups and Research Directors before launching in Summer 2023. b. in 2002/3 we have developed a new theme on UW Staff Development theme on Managing and Leading and will keep the applicability of the programme to the	Partially completed. Carry forward work through Staff Researcher Career Stage Project and review of Research Leadership Programme to next action plan.	Yes	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	a. Continue to utilise current Fixed Term Contract procedures to ensure that researchers are effectively redeployed and moved to open ended contracts where appropriate.	a. At least 70% of research staff on open ended contracts	a. June 2022 and onoing	HR Business Partners	In Feb 2022 64% of researchers are on permanent contracts. In Feb 2023 this was 50% a. 2022/3 Career Development strand introduced into RD Prog.	Partically completed. Carry forward increasing numbers of researchers on permanent contracts to new action plan.	Yes	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	a. Ensure that research staff and PGRs are represented on College and University level RKE Committees. b. Establish Staff Researcher Network to provide a forum for researchers to discuss and feedback to the institution.	a. Research Staff and PGR reps elected to University RKE Committee and College RKE Committees; evidence of engagement with committees through at least 75% attendance of reps. b. Network established and feedback mechanisms in place.	a. Sept 2021 and ongoing b. June 2022	a.CDRKE b. Researcher Development Lead	a. Research staff and PGRs are represented at College and University level. Attendance is above 75%. b. The Staff Researcher Network was established in November 2022 and is meeting monthly.	Completed	No	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								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								New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression								P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								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	a. Ensure that Managers of Researchers engage with training and guidance in resources for managers of researchers b. Ensure that all relevant training for managers includes content on the needs of researchers	a. 70% of Heads of Department have engaged with resources and training. b. Content for induction and management development training reviewed and action taken to target the managers of researchers	a. June 2023 b. Sept 2022	a. Researcher Development Lead b. Head of OD	a. We held focus groups with Managers of Researchers to understand their needs. Subsequently we have developed and launched Resources for Managers of Researchers.	Partically completed. Carry forward monitoring and engagement of managers with resources to new action plan.	No	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	a. Ensure that Managers of Researchers engage with guidance and resources that focus on grant funding. b. Ensure that Managers of Researchers engage with UW training focused on employment legislation	a. 70% of Managers of Reserachers have engaged guidance and resources for managers of researcher. 70% of Managers of Researchers have attended training on required training focused on employment legislation	a. June 2023 b. June 2023	a. Researcher Development Lead b. Head of OD	a. We held focus groups with Managers of Researchers to understand their needs. Subsequently we have developed and launched Resources for Managers of Researchers. b. HR Business Partners provide direct support to Managers on employment legislation.	Partically completed. Carry forward monitoring and engagement of managers with resources to new action plan.	No	P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	a. All staff involved in recruitment of researchers to have completed "Recruitment and Selection" training. b. All staff involved in appraisal of researchers to have completed "Appraiser" training. c. Clarify the UW promotion and reward procedures for researchers.	a. 100% of staff involved in recruitment and selection to have completed training. b. 80% of staff involved in appraisal to have completed appraiser training. c. Increase in number of applicants from within the researcher community	a. Dec 2022 b. Dec 2022 c June 2022	a. Head of OD b. Head of OD c. Head of OD	a, b. All staff involved in Recruitment and appraisal have completed training. In Feb 2022 Focus Groups with Researchers report lack of understanding of reward and promotion procedures for researchers. c. In response we developed and delivered bespoke sessions on RD Career	Partially completed. Carry forward raising awareness of promotion and reward scheme amongst researchers to new action plan.	No	P6.3
EM4	Actively engage in regular constructive performance management with their researchers	a. Managers of Researchers work closely with Research Mentors through new "Research Compact" scheme to identify research objectives appropriate to discipline and career stage.	a. Research Compact scheme operational in all schools a. 90% of researchers have participated in appraisal (CEDARS 2023). a. 90% of researchers find appraisal useful (CEDARS 2023)	a. Sept 2022	a. CDRKE/Head of OD	a. The Research Compact is available for use in all schools and is operational in some areas. In Round 1 - 90% of researchers have participated in appraisal in last 12 months and had found it useful. This had dropped to 50% participation in Round 2 and of these the majority (60%) found it useful.	Partically completed. Carry forward review of mentoring to new action plan.	No	P2.3

EM5	Engage with opportunities to contribute to relevant policy development within their institution	a. Ensure Heads of Department are represented on College RKE Committees. b. Disseminate quarterly policy and process update to Heads of School and Heads of Department via Senior Management Team meetings	a. Heads of Department elected to University RKE Committee and College RKE Committees; evidence of engagement with committees through at least 75% attendance of reps b.CDRKE disseminated policy update in School SMT meetings	a. Mar 2022 b Mar 2022	a. CDRKE b. CDRKE	a. Partially completed, Heads of Department have been elected, however attendance has been below 75%. b. College RKE Directors meet regularly with Heads of Schools. Managers of Researchers were given the opportunity to contribute to focus groups that discussed aspects of research policy.	Partially completed. Carry forward engagement of HODS to new action plan	No	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	a. Ensure researchers engage with induction for researchers to ensure understanding of institutional context.	a. 100% new research staff engage with induction	a. Dec 2022 and ongoing	a. Head of OD	a. 90% of new staff have engaged with induction.	Partially completed. Carry forward increasing percentage of engagement with induction to new action plan.	No	New
ER2	Understand their reporting obligations and responsibilities	a. Embed training on data management, research integrity, open access and open data in induction programme	b. New researcher induction programme in place for 2022/23 to include appropriate training	a. Sept 2022	a. Research Integrity Champion	DPVC Research Appointed as Research Intergrity Chamption. The University invested in Epigeum Research Intergrity online Training Resources to resource the Staff Researcher Development Programme and is included in Induction Training on Research Intergrity is embedded in RSDP 4004 on Postgraduate Certificate in Research Methods. Resources for Managers includes information on Research Integrity. f. Research Integrity is embeded into some RKE Implementation Plans. a- f In Round 1 90.09% report have not felt pressured into compromising research standards or integrity. In Round 1, 72% report that the institution promotes the highest standards of research integrity and conduct. This has risen to 100% in Round 2. a. July 2022 DPVC leading this work in 2022/3 . University has funded further training via Epigeum	Completed	No	New
ER3	Positively engage with performance management discussions and reviews with their managers	a. All research staff to be allocated a mentor and to work proactively with their mentor on their "Research Compact" b. All research staff engage in annual cycle of UW appraisal scheme with their manager	a. 100% of research staff have been allocated a mentor. b. At least 90% of researchers report engaging with appraisal in the previous 12 months (Cedars 2023)	a. Sept 2022 b. June 2023	a. CDRKE b. Managers of Researchers	a. A research mentoring was implemented in 4 years ago. There has been some uptake, however work undertaken by the CRKE Directors in 2022/3 has concluded that the scheme needs review and reappraisal to ensure it meets current requirements. b. In Round 2022 90% of researchers reported engaging with appraisal in the last 12 months. This has dropped to 50% in round 2. However this drop may be because of the timing of the survey. However 75% of researchers cited the career development aspects of appraisal was useful.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	No	P5.6
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	a. Ensure that Researchers engage with the Research Governance Structures through representation on UW College committees. b. Establish a staff researcher network that systematically feedsback to appropriate stakeholders. c. Ensure that Researchers build opportunity to engage with wider academic stakeholders through identifying appropriate activities in appraisal/mentoring.	a. Researchers are represented on all College RKE Committees. b. 80% Researchers regularly organise and engage with Staff Researcher Network. c. 100% of Researchers report they have been able to access funding for conferences and external meetings. 100% of researchers report they have opportunities to participate in decisionmaking processes (Cedars 2023)	a. Sept 2021 b. June 2022 c. June 2023	a. CDRKE b. Researcher Development Lead c. Head of OD	a. Researchers are represented on all College RKe Committees. b. The staff researcher network attedance is growing. c. In Round 1 74% of researchers report they have been able to access funding for conferences and external meetings. 66.7% of researchers agree that they have opportunities to particpate in decision making processes. In Round 2 this had dropped to 50% for Q1 and 33% for Q2.	Partially completed. Carry forward monitoring of access to funding and decision making to new action plan.	No	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	a. Review and develop the Researcher Development Programme (staff) to ensure that it meets the needs of researchers by engaging with researchers and managers through survey and other means. b. Ensure all researchers have a Research Mentor appropriate to their career stage to advise on their professional and career development and to work on "Research Compact" c. Managers of Researchers discuss professional development needs at appraisal.	a-c At least 20% of research staff have engaged in 10 days of professional development in 2021/22, rising to 40% in 2022/23; b. 100% research staff have a mentor c. 80% of researchers indicate that their manager encourages them to engage in career development activities (CEDARS 2023)	a. Sept 2022 b. Sept 2022 c. June 2023	a. Researcher Development Lead b. CDRKE C. Head of OD	a and c In round 1 16.6% of researchers report that have engaged in 10 days professional development activity in the previous 12 months and 66% agreed that their manager encourages them to engage in career development activities. In round 2.the number of days was the same, and 100% agreed that their manager encouraged them to engage in career development activities. b. A research mentoring was implemented in 4 years ago. The scheme is available in all Schools. There has been some uptake, however work undertaken by the CRKE Directors in 2022/3 has concluded that the scheme needs review and reappraisal to ensure it meets current requirements.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	No	P3.1 P3.3 P5.5

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PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	a. Ensure all managers of researchers engage in UW appraisal training. b. Develop and deliver "Managing Researchers" guidance and resources on career development that focus on the specific needs of researchers. c. Ensure that research mentors support the work of managers in identifying appropriate research objectives and professional development opportunities for researchers through "Research Compacts"	a. 100% managers of researchers engage in UW appraisal training b. 60% of Heads of Department engage with resources and guidance for managers of researchers. c. "Research Compact" process developed and embedded in appraisal process.	a. Dec 2022 b. Dec 2022 c Sept 2022	a. Head of OD b. Researcher Development Lead c. Head of OD/CDRKE	a. The University requires all appraisers to attend appraisal training and in April 2023 90 have attended b. The Resources for Managers of Researchers was launched in Summer 2023 and evaluation of engagement and impact will be a feature of the new HREIR Action Plan. c. The Research Compact is available to	Partially completed. Carry forward engagement of HODS to new action plan	No	P3.10
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	a. Review current approach and develop Career Development strand for Research Staff within the Researcher Development Programme b. Work with UW Careers Service to provide support for Researchers	a. Career Development strand developed and embedded in the Researcher Development Programme (staff and student)/ b. 60% of researchers report they are aware of the support the institution provides for career and professional development and have opportunity to develop their leadership skills (CEDARS 2023)	a. Sept 2022 b. Dec 2022	a. Researcher Development Lead b. Head of OD/Careers Service	a. In Feb 2022 responses to Round 1 and focus groups show a lack of support for career development and no access to career specialist. a. In response we developed a Career Development Strand within the Research Development Programme and delivered a range of sessions during 2022/3. b. In Round 1 25% said they were aware of the support for career/personal development, In Round 2 this was 60%.		Yes	P3.1
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	a. Ensure that Researchers' training and development needs are incorporated into the "Research Compact" process. b. Review current approach and develop Career Development strand for Research Staff within the Researcher Development Programme. c. Ensure that managers of researchers discuss development needs at appraisal and review time spent on CPD.	a. Research Compact scheme in place and incorporates training and development needs b. Career Development stranded launched in September 2022. c. 80% of researchers report that their manager supports them to develop their research identity (Cedars 2023)	a. Sept 2022 b. Sept 2022 c. July 2023	a. CDRKE b. Researcher Development Lead c. Head of OD	a. A research mentoring was implemented in 4 years ago. The scheme is available in all Schools. There has been some uptake, however work undertaken by the CRKE Directors in 2022/3 has concluded that the scheme needs review and reappraisal to ensure it meets current requirements. In Feb 2022 responses to Round 1 and focus groups show a lack of support for career development and no access to career specialist. In response we developed a Career Development Strand within the Research Development Programme and delivered a range of sessions during 2022/3. c. In Round 1 66.6% of researchers report that their manager supports them to develop their researcher identity. and 54.5% of researchers report they have opportunity to develop their leadership skills. In Round 2 100% were supported to develop research identity and 40% to develop their leadership skills.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	No	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	a. Establish task and finish group to look at career development for PGRs and Research Staff to include consideration of placement and other opportunities.	a. Group to report to RKE Committee with recommendations re: placement and other external opportunities. b. 50% of researchers report that their managers encourage them to consider a wide range of future career options (Cedars 2023).	a. Dec 2022	Lecturer in Researcher Development (Research School)	b. In Round 1 2022 75% of researchers indicated that they wished to remain working in the HE Sector. In Round 2 this was 100%. b. In Round 1 32% of researchers report that their managers encourage them to consider a wide range of future career options. In Round 2 this was 80%.	Not completed. Carry forward cconsidering how to provide wider opportunities to new action plan.	No	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	a. Review data on researcher engagement within Researcher Development Programme on an annual basis b. Task and finish group to develop approach to monitoring and reporting of engagement with career development reviews	a. Year on year growth in engagement of researchers in professional development activity. b. Mechanisms established to monitor engagement	a. July 2022 b. Dec 2022	a. Researcher Development Lead b. Lecturer in Researcher Development	a and b. A new Staff Researcher Development Programme was launched in September 2022. Each workshop is monitored for attendance and engagement and will provide a base line for future montoring.	Completed.	No	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								P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes								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								New
Managers of researchers must:									
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	a. Managers of researchers work closely with Research Mentors through new "Research Compact" scheme to identify research objectives appropriate to discipline and career stage.	a. Research Compact scheme operational in all schools. a. 80% of researchers have participated in appraisal (CEDARS 2023). a. 70% of researchers find appraisal useful (CEDARS 2023)	a. Sept 2022	a. CDRKE	a. In Round 1 90% of researchers reported engaging with appraisal in the last 12 months and all found it useful. This dropped to 40 % in Round 2, however 75% of researchers cited the career development aspects of appraisal was useful. a. The Research Compact is available to all staff and is operational in some schools.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	No	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	a. Ensure that researchers engage with appropriate aspects of the Researcher Development Programme (including Career Development strand). b. Ensure that researchers have been allocated a mentor and are working with that mentor. c. Provide support for managers in offering guidance and signposting about future careers in resources for managers of researchers.	a. At least 60% of research staff agree that the University supports them in their wider career development (CEDARS 2023). b. 100% researchers allocated a mentor c. Guidance and Resources launched Sept 2022	a. Jun 2023 b. Sept 2022 c. Sept 2022	a. Managers of Researchers b. CDRKE c. Researcher Development Lead	In Round 1 2022 63% of researchers disagreed that their manager supported them to consider wide career options. This has changed to 80% Agree in Round 2. b. All staff have provided the opportunity to be allocated a mentor. c. Resources for Managers was launched in 2023.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	Yes	P3.4 P3.8 P5.5

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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	a. Review and develop the Researcher Development Programme (staff) to ensure that it meets the needs of researchers by engaging with researchers and managers through survey and other means. b. Ensure all researchers have a Research Mentor appropriate to their career stage to advise on their professional and career development and to work on "Research Compact". c. Managers of Researchers discuss professional development needs at appraisal.	a. At least 20% of research staff have engaged in 10 days of professional development in 2021/22, rising to 40% in 2022/23. b. 100% of research staff have a mentor c 80% of researchers indicate that their manager encourages them to engage in career development activities (CEDARS 2023	a. Sept 2022 b. Sept 2022 c. June 2023	a. Researcher Development Lead b. CDRKE c. Head of OD	a. In Round 1 83% of researchers had not undertaken 10 or more days professional development. This had not changed in Round 2. c. In Round 1 66.6% of researchers report that their manager supports them to develop their researcher identity. This had changed to 100% in Round 2. c. In Round 1 54.5% of researchers report they have opportunity to develop their leadership skills. This had changed to 40% in Round 2.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	No	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	a. Researchers' training and development needs to be identified with mentor through the "Research Compact" and to feed into appraisal where they are enacted by the manager. b. Managers discuss with researchers during appraisal their wider development needs and seek opportunities for them to broaden their experience.	a-b At least 60% of researchers have time to develop their research identity and at least 60% have time to develop their broader leadership skills (CEDARS 2023)	a. Sept 2022 and ongoing b. Sept 2022 and ongoing	a Research mentors b. Managers of Researchers/Head of OD	In Round 1 80% of researchers indicate that their manager encourages them to engage in career development activities, 44% researchers would like to develop their leadership skills. 44% indicated that they had no interest in developing leadership skills. In Round 2 this had changed to 66%.	Completed.	No	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	a. Ensure that Managers of Researchers develop their own capacity to support others through the UW Management and Leaders Programme.	a. 80% of Managers of Researchers engage with UW Management and Leaders Programme	a. June 2023	a. Managers of Researchers/Heads of OD	a. over 70 individuals who manage or have the potential to manage researchers, had engaged with at least one element of the UW Management and Leaders Programme since August 2022.	Partically completed. Carry forward working with managers to new action plan.		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	a. All researchers to to work proactively with their mentor on their "Research Compact". b. All researchers engage in the annual cycle of UW appraisal scheme with their manager and actively self-identify their development needs. c. All researchers proactively identify specific activities and events to generate 10 days professional development per year and record using appropriate identified UW mechanisms.	a. 100% of research staff have been allocated a mentor. a. Staff Researcher Network report majority of researchers actively engage with mentor. b. At least 90% of researchers report engaging with appraisal in the previous 12 months (CEDARS 2023). c. >80% report using the research compact for recording professional development activity	a. Sept 2022 b. Sept 2022 and ongoing c. June 2023	a. Research mentors b. Managers of Researchers/Head of OD c. Researchers	a. All staff have been offered a research mentor and there is some take up. b. Although 90% of researchers report engagement in appraisal in Round 1 this dropped in Round 2. c. The Research Compact is available for use and has been operationalised in some schools.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	No	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	a All research staff engage with mentoring and appraisal. b. Researchers engage with career development stream of staff researcher development programme.	a. 100% of research staff have been allocated a mentor. a. Staff Researcher Network report majority of researchers actively engaged with mentor. b 50% of researchers engage with career development stream of researcher development programme.	a. Sept 2022 b. June 2023	a. CDRKE/ Researcher Development Lead b. Researcher Development Lead	a. All staff have been offered a research mentor and there is some take up. b. The Career Development Stream ran for the first time in 2022/3, less tshan 50% of researchers engaged with the programme.	Partially completed. Carry forward review of Research Mentoring scheme and engagement of researchers with career development stream to new action plan.	No	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	a. Establish task and finish group to look at career development for PGRs and Research Staff to include consideration of mechanisms to enable researchers to develop career development plan. b. Researchers record career development plans using UW identified mechanisms.	a. Group to report to RKE Committee with recommendations re: career development plans. b. 50% of researchers indicate they have a career development plan (Cedars 2023)	a. Dec 2022 b. June 2023	a. Lecturer in Researcher Development b. Head of OD	a. Not completed b. In Round 1 33% of researchers indicated they have a career development plan. This had changed to 40% in Round 2.	Partially Completed.	Yes	P5.5
PCDR4	Positively engage in career development reviews with their managers	a. All research staff to be allocated a mentor and to work proactively with their mentor on their "Research Compact". b. All research staff engage in annual cycle of UW appraisal scheme with their manager and identify relevant career development objectives.	a. 100% of research staff have been allocated a mentor. b. At least 90% of researchers report engaging with appraisal in the previous 12 months (Cedars 2023)	a. Sept 2022 b. Sept 2022 and onoing	a. CDRKE b. Head of OD	a. All researchers have been offered a mentor. b. In Round 1 33% of researchers indicate they have career development plan. This changed to 40% in Round 2. b. In Round 1 90% of researchers reported engaging with appraisal in the last 12 months and all found it useful, this dropped significantly in Round 2.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	No	P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	a. Researcher's work closely with mentors to identify training and development needs to be through the "Research Compact"	a. At least 75% of researchers have time to develop their research identity and at least 70% have time to develop their broader leadership skills (CEDARS 2023)	a. Sept 2022 and ongoing	a. Research mentors/Researchers	a. In Round 1 66.6% of researchers report that their manager supports them to develop their researcher identity. This had changed to 100% in Round 2. a. In Round 1 54.5% of researchers report they have opportunity to develop their leadership skills. This had changed to 40% in Round 2.	Partially completed. Carry forward reviewing engagement with leadership skills to new action plan.	No	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	a. Embed training and development on knowledge exchange, policy development, public engagement and commercialisation in relevant strands of the Researcher Development Programme. b. Discuss opportunities to develop with mentor and embed in research compact and appraisal objectives.	a. Training and development on knowledge exchange, policy development, public engagement and commercialisation embedded in programme for Sept 2022 launch. b. Staff Researcher Network report majority of researchers actively engaged with mentor.	a. Sept 2022 b. Sept 2022 and ongoing	a. Researcher Development Lead b Staff Researcher Network	a. The new Staff Researcher Development Programme started in September 2022 includes training on a range of areas related to KE, policy and public engagement. b. All research staff have been offered a mentor.	Partially completed. Carry forward review of Research Mentoring scheme to new action plan.	Yes	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.