

HREIR Action plan template: 2021-2023 Backward looking action plan



| Details | | The institutional audience* for this action plan includes (complete or delete, as appropriate): | | Comments | |
|------------------------|---|---|-----------|----------|--|
| Institution name: | University of Chester | Audience (beneficiaries of the action plan) | Number of | | |
| Cohort number: | 8 | Research staff | 43 | | |
| Date of submission: | 21/05/2021 | Postgraduate researchers | | | |
| Institutional context: | The University of Chester is a teaching-led institution which currently employs approximately 1750 staff and 14,300 students. There are 7 academic faculties located across 6 sites in Cheshire, Shropshire, Warrington and Wirral. | Research and teaching staff | | | |
| | | Teaching-only staff | | | |
| | | Technicians | | | |
| | | Clinicians | | | |
| | | Professional support staff | | | |
| | | Other (please provide numbers and details): | | | |

| Obligation | Action | Success measure (SMART) | Deadline | Responsibility | Progress update (to be completed for submission) | Outcome/ result |
|--------------------------------------|---|--|------------|--|--|--|
| Environment and Culture | | | | | | |
| Institutions must: | | | | | | |
| EC1 | Ensure that all relevant staff are aware of the Concordat to support the development of Researchers | 1) Distribute a copy of the Concordat to all Research staff via email and bring to their attention particular elements; 2) using the online orientation system - signpost newly appointed Research staff to the Concordat posted on the Research Hub; 3) encourage greater engagement with the 2022 CEDARS survey by considering the following (FG Item 1.4) (Concerns about being identified is likely to influence low participation – consider stating that demographic fields can be left blank to maintain anonymity - or reduce demographic information collected if possible) (Inform people better re. confidentiality etc. – include a Participant Information Sheet or video (if/when possible)) (Consider timing of focus groups in future) 4) Develop a Communication Strategy to support increased engagement with the researcher community particularly with feedback mechanisms | 30/11/2021 | Deputy HOD, RIO & AD(L&OD); Faculty Reps | 1) a copy of the Researcher Development Concordat was included in invites to participate in focus groups was sent to Research community in June 22; All new staff (academic & research) are sent an introductory email signposting them to key information including the Concordat 2) the online orientation system signposts Research staff from Day 36 + to the Researcher Hub which links to the Concordat; 3) Re better engagement with CEDARS - consider feedback and address concerns raised. Focus Groups to be held every 6 months (see EC16). 4) Communication Strategy - work on this has been linked with actions for the KE Concordat. Update to follow | CEDARS 2023 survey: survey response rate 33% (6/18 respondents) 80% (4/5) said they had some knowledge of the concordat and a further 20% (1/5) said they had heard of it, but didn't know the details Attendance at R&KE Festival: our data on attendees did not enable us to distinguish who is a researcher. We are addressing this issue for the next festival ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| EC12 | Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers | 1) Ensure research staff are signposted to all relevant policies via online orientation and Researcher Hub; 2) signpost managers of research staff to the People Managers Orientation Guide which identifies all key strategies and policies | 30/11/2022 | AD (L&OD); Faculty Reps | 1) Researcher Hub includes links to all relevant policies 2) People Managers Orientation Guide signposting in place through online orientation and Researcher Hub | Engagement with orientation process: CEDARS 2023 survey: 75% (3/4) agree or strongly agree that UoC is committed to Equality and Diversity 80% (4/5) agree or strongly agree that staff are treated fairly irrespective of any protected characteristics ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| EC12 | Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers | 1) Development and implementation of the University's INSPIRE values and People Plan priorities | 21/05/2022 | AD (L&OD); Faculty Reps | 1) INSPIRE values have not progressed and people plan priorities are under review. INSPIRE values are also to be reviewed as part of the Leadership and Management Offering and will not be launched in their current format. Current priorities include a 'back to basics' approach to focus on core management principles. All programmes currently available are inclusive, equitable, transparent and communicated well, promoted annually and monthly via portal. | CEDARS 2023 survey: 75% (3/4) agree or strongly agree that UoC is committed to Equality and Diversity 80% (4/5) agree or strongly agree that staff are treated fairly irrespective of any protected characteristics ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| EC13 | 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 | 1) Healthy University Strategy communication and implementation; train at least 80% of all staff in some sort of Mental Health First Aid/Awareness training by July 2022; Provision of an Employee Assistance Programme of support which includes access to 24/7 telephone counselling; 2) Workload is agreed during Performance and Development Planning meetings 3) Research Staff are aware of the Dignity & Respect Policy and Advisers; 4) Research staff are signposted to resources to maintain positive mental health including - Facilitating Constructive Conversations Workbook, Developing Personal Resilience Workbook Supporting the Mental Health and Emotional Wellbeing of Employees 5) Ensure Research staff are aware of the University's Mediation Service | 30/11/2022 | AD (L&OD); Senior Project Manager, Workload Allocation; Faculty Reps | 1) The University has now removed it's policy target of training at least 80% of staff. However, regular training sessions are provided and promoted via HR 2) Performance and Development Planning meetings now routinely include workload planning discussions between staff and managers 3), 4) & 5) Research Staff are signposted to the Dignity & Respect Policy Advisers, mental health resources and Mediation Service through Researcher Hub | MHFA training: currently 16% of research staff have attended MHFA training CEDARS 2023 survey: 75% (3/4) say UoC actively promotes the importance of good mental health and wellbeing of staff 80% (4/5) say they are familiar with UoC mechanisms to report incidents of discrimination ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| EC14 | Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health | 1) Regularly (6-monthly) signpost managers of research staff to training provision/resources which includes: E&D Moodle Module; various courses and workbooks relating to H&WB e.g. MHFA course; Supporting the Mental Health and Emotional Wellbeing of Employees; Manager Guides e.g. Careers in Employment; Menopause in the Workplace; How to Support a Bereaved Member of Staff; and How to Support a Member of Staff with Cancer. | 21/05/2023 | AD (L&OD) | 1) Report a Concern' file added to Portal landing page to facilitate reporting unacceptable behaviours. Development opportunities and resources are communicated annually, monthly via Portal and are included in all PDP training and relevant networking groups. New programmes and events are published widely via portal and direct mail to all managers, where appropriate. (e.g. IMD 18th Nov) | CEDARS 2023 survey: 91% (10/11) of staff with research management responsibility say they are confident to be able to respond to any issues relating to health and wellbeing and 82% (9/11) to deal with bullying and harassment. 100% (11/11) have completed EDI training 50% (2/4) researchers said that their working environment supports their mental health and wellbeing ACTION ONGOING |
| EC15 | Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity | 1) Annually promote and encourage Research staff to complete the Research Integrity online training and discuss management of integrity; 2) ensure research staff can easily access mechanisms for reporting incidents of misconduct in relation to research integrity on the Research Hub | 30/11/2021 | Deputy HOD, RIO, Faculty Reps | 1) Active promotion of Research Integrity training now underway and will become part of routine activity within RIO 2) In light of the changing faculty structure ongoing discussion continuing around the creation of faculty contacts for the reporting of research integrity misconduct matters | CEDARS 2023 survey: Of staff with responsibility for managing researchers 73% (8/11) have undertaken research integrity training 80% (4/5) of researchers have undertaken research integrity training and 20% (1/5) report that they would like to 63% (5/8) of all staff are familiar with the institution's mechanisms to report incidents of misconduct in relation to research integrity; 50% (2/4 researchers) were familiar ACTION ONGOING |
| EC16 | 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 | 1) Facilitate 6-monthly focus groups with research staff to obtain qualitative data to contribute to reviews improving the research environment and culture - first focus group to be held on 29th June 2021; 2) Conduct CEDARS survey in 2022 with follow-up focus groups being held to reward responses in more depth; 3) Implementation of a new Research Strategy; setting up 4 new Research Institutes by September 2021, establishing performance measures which include environment and culture, and facilitate the sharing of research projects e.g. via videos on the Research Hub (FG Item 3.1); 4) Ensure focus groups are also a mechanism to feedback to researchers on topics raised at the previous meeting | 21/05/2023 | AD (L&OD) & Deputy HOD, RIO, Faculty Reps | 1) Focus groups - held as planned 2) CEDARS survey was not run in 2022 but has just been concluded in March 2023 3) Research & Knowledge Exchange Strategy, 2022-28 has now been approved and adopted. 3 of the 4 BREIs have been set up and operational since Sept 21. Directors of the institutes were appointed in Oct 22. 4) FG as a mechanism to feedback to researchers - clearer analysis of findings and identification of actions taken as a result then communicated to FG participants | CEDARS 2023 survey: 80% (4/5) reported feeling included in their immediate research environment/group 1) ACTION ONGOING 2) ACTION ONGOING 3) ACTION COMPLETE 4) ACTION ONGOING |
| 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 | | | | | |
| ECF2 | Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers | | | | | |
| 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 | | | | | |
| Managers of researchers must: | | | | | | |

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|---------------------------|--|---|--|------------|---|--|--|
| ECM1 | Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work | 1) monitor and manage completion of mandatory training for managers of researchers every 6 months commencing in June 2021 which includes: E&D Moodle Module and Supporting the Mental Health and Emotional Wellbeing of Employees Course Workbook; 2) evaluate transfer of learning for both modules to ask how they have applied their learning/knowledge into their work using the 6 monthly follow-up evaluation process | 1) Success measure = > 80% of managers of researchers to have completed both the E&D Moodle module and Supporting the Mental Health and Emotional Wellbeing of Employees Course/Workbook; 2) > 50% of managers have been able to transfer their learning to their work | 21/05/2023 | AD (L&OD) | Stats not currently available. All Moodle modules are in the process of moving to another platform which will enable more efficient reporting. | ACTION ONGOING |
| ECM2 | Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct | 1) establish a course code for research integrity training to then be able to record activity on the HR training database; 2) monitor and encourage managers of researchers and research staff to complete the Research Integrity training; 3) signpost all researchers to the institution's mechanisms to report incidents of misconduct via the Research Hub on Portal; 4) create a new tile on the Research Hub portal page that refers to financial protocols (FG Item 3.9) | 2) 2022 CEDARS survey: success measure = >80% of those who have management responsibility for research staff and research staff have completed the Research Integrity training (Q.27.2 & Q.32.13); 3) success measure = >60% agree/agree strongly that they were familiar with the institution's mechanisms to report incidents of misconduct in relation to research integrity (Q.38.1); 2020 CEDARS survey (Q.27.2) showed that 100% (1) of those with management responsibility for research staff had completed the Research Integrity training; 2) Q.32.13 showed that 40% (2) of research staff had completed and 40% hadn't completed the Research Integrity training; (Q.38.1) showed that 40% (2) agreed/strongly agreed and 20% (1) disagreed that they were aware of the institution's mechanisms to report incidents of research misconduct, 40% (2) didn't know. | 30/11/2021 | AD (L&OD) & Deputy HOD, RIO | 1) Due to internal issues around reporting platforms, the plan to align this on the HR Training database has been put on hold. Activity on the Research Integrity modules continues to be monitored separately. 2) Managers of research staff are included in the circulation and promotion of the training courses 3) Signposting is routinely available through the Researcher Hub 4) Financial Protocols tile - we are working to align this with the content of the project launch meetings for funded research projects to ensure PIs are aware of reporting obligations and financial protocols - this work is ongoing. We will also be seeking to gain feedback from researchers through the Focus Groups to ensure that we include information that is required | CEDARS 2023 survey: No research only staff have line management responsibility, however 80% (4/5) of researchers reported having undertaken research integrity training and 20% (1/5) would like to do so. A significant increase in update or interest. Of staff with responsibility for managing researchers 73% (8/11) have undertaken research integrity training 80% (4/5) of researchers have undertaken research integrity training and 20% (1/5) report that they would like to 50% (2/4) said they were familiar with UoC mechanisms to report incidents of research misconduct - showing progress since 2020 |
| 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 | 1) Regularly promote (3 x per year) Healthy University resources in Staff Forum and monthly (12 x per year) calendars of events on Portal landing pages; 2) ensure research staff are aware of the institutions mechanisms to report bullying or harassment are clear; 3) promote research integrity and research integrity training in Staff Forum; 4) signpost research staff to the Concordat to Support Research Integrity via the Researcher Hub | 2) 2022 CEDARS survey: success measure = >80% agree/strongly agree that the UoC actively promotes the importance of good mental health and wellbeing of staff (Q.40.4); success measure = >80% agree/agree strongly that their working environment supports their mental health and wellbeing (Q.40.5); 2) success measure = >80% agree/agree strongly that they are familiar with the institution's mechanisms to report bullying or harassment (Q.37.1); 3) success measure = >80% agree/agree strongly that they have never felt pressured into compromising their research standards or integrity (Q.39.5); success measure = >80% agree/agree strongly that the institution promotes the highest standards of research integrity and conduct (Q.40.2); 4) success measure = >80% to have some understanding of the Concordat to Support Research Integrity (Q.42.2); 2020 CEDARS survey (Q.40.4) responses showed that 100% (5) agreed that the institution actively promotes the importance of good mental health and wellbeing of staff; (Q.40.5) responses showed that 80% (4) agreed and 20% (1) disagreed strongly that their working environment supported their mental health and wellbeing; (Q.37.1) responses showed that 60% (3) agree and 40% (2) disagree that they were familiar with the institution's mechanisms to report bullying or harassment; (Q.39.5) 100% (5) said they had never felt pressured into compromising their research standards or integrity - success measure = 100% never felt pressured; (Q.40.2) 40% agreed that the institution promotes the highest standards of research integrity and conduct - 60% didn't know; (Q.42.2) 60% (3) said they had never heard of the Concordat to Support Research Integrity, 20% said they have some understanding, 20% said they new it exists but don't have the detail. | 21/05/2023 | AD (L&OD) & Deputy HOD, RIO; Faculty Reps | 1) RIO ensure that accurate signposting is in place within the Researcher Hub. AD (L&OD) publish Healthy University resources regularly on Portal. 'Your Wellbeing' tile on Portal landing page, contains a wide range of resources and support. All staff are signposted to this during PDP, MHFA and other training. 2) Report a concern tile - see EC04 above 3) Research Integrity training was promoted in Staff Forum 4) Concordat is available on Researcher Hub | CEDARS 2023 survey: 75% (3/4) agree/strongly agree that the UoC actively promotes the importance of good mental health and wellbeing of staff 50% (2/4) agree/agree strongly that their working environment supports their mental health and wellbeing 80% (4/5) agree/agree strongly that they are familiar with the institution's mechanisms to report bullying or harassment 80% (4/5) agree/agree strongly that they have never felt pressured into compromising their research standards or integrity 50% (2/4) agree/agree strongly that the institution promotes the highest standards of research integrity and conduct 80% (4/5) have some understanding of the Concordat to Support Research Integrity |
| ECM4 | Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers | 1) Develop, communicate and implement flexible/ragile working policy | 1) 2022 CEDARS survey: success measure = >80% of respondents agree/agree strongly that they felt fairly treated with respect to flexible working requests (Q.13.6); success measure = >80% of research managers say they are fully confident with respect to managing requests for flexible working appropriately (Q.26.10); 2020 CEDARS survey responses showed that (Q.13.6) 80% of respondents agreed/strongly agreed that they felt fairly treated with respect to flexible working requests, 20% (1) disagreed; (Q.26.10) 100% (1) of research managers said they were fully confident with respect to managing requests for flexible working appropriately | 30/11/2022 | AD (L&OD); Faculty Reps | 1) Policy Essentials training for new and existing managers delivered regularly by HR Business Partners. | CEDARS 2023 survey: 80% (4/5) agree/strongly agree that they felt fairly treated with respect to flexible working requests 91% (10/11) research managers are confidently confident with respect to managing requests for flexible working appropriately |
| ECM5 | Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution | 1) Consult with research staff in relation to developing and implementing a new Research Strategy for the institution; 2) Explore ways to make a clearer connection between departmental activities and the University research strategy (FG Item 3.10) | 1) and 2) 2022 CEDARS survey: success measure = >60% mostly/fully feel valued for their contribution to institutional policy and decision-making (Q15.7); success measure = >80% had participated in institution policy and decision-making (Q33.8); 2020 CEDARS survey responses showed that (Q15.7) 20% (1) of respondents felt that their contribution to institutional policy and decision-making was valued to some degree; 40% (2) felt it wasn't at all valued and 40% (2) felt it wasn't applicable; 0% (0) of respondents indicated that they had not participated in institution policy and decision-making (Q33.8) and 60% (3) indicated that they would like to participate. | 30/11/2021 | Deputy HOD, RIO & Faculty Reps | 1) Research staff were given the opportunity to comment on research strategy development. RKEIs were utilised to encourage a greater engagement here 2) The appointment of Associate Deans of Research & Innovation under the new faculty structure will enable a clearer connection between the activity at department level and how this feeds into and aligns with the new RKE Strategy. | CEDARS 2023 survey: 50% (1/2) mostly/fully feel valued for their contribution to Institutional policy and decision-making 50% (1/2) had participated in institution policy and decision-making |
| 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 | 1) Encourage research staff to engage with opportunities to contribute to the development of a supportive, fair and inclusive research culture e.g. consultation on new strategy; 2) encourage research staff to register as a mentor for research staff, and to complete developmental opportunities as a mentor; 3) Formal opportunities to network with other researchers will be facilitated as part of Annual Research Conferences | 1) > 10% of research staff registered as a mentor; 2) > 30% of research staff engaged with Annual Research Conferences; 3) 2022 CEDARS survey: success measure = > 40% feel that the contribution they made to developing researchers is mostly/fully valued (Q.15.3); success measure = >80% agree/agree strongly that they feel included in their immediate research environment/group (Q.41.4); 2020 CEDARS survey responses showed that 20% (1) of respondents felt that the contribution they made to developing researchers was valued to some degree (Q.15.3); 20% said the contribution they made to developing researchers wasn't valued at all and 60% (3) indicated that this was not applicable; 80% agreed that they felt included in their immediate research environment/group (Q.41.4). | 30/11/2022 | Deputy HOD, RIO & AD (L&OD); Faculty Reps | 1) Research Staff were given the opportunity to comment on the new RKE Strategy. Engagement with the Focus Groups also allows them a 'voice' to comment on and contribute to a more supportive, fair and inclusive environment. 2) Registration of research staff as mentors is an ongoing action - the low numbers of researchers at the University and short term contracts make this more difficult. 3) RIO hold an annual RKE Festival which provides networking opportunities and the new RKEIs have also started to hold numerous events which will continue to provide networking opportunities for researchers | CEDARS 2023 survey: 67% (2/3) feel that the contribution they make to developing researchers is mostly/fully valued in their immediate research environment/group 80% (4/5) feel included in their immediate research environment/group |
| ECR2 | Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion | 1) Encourage all research staff to complete the Research Integrity training; 2) ensure research staff are familiar with the institution's mechanisms to report incidents of misconduct by signposting via the online orientation process and publicising on the internal Portal Research Hub | 2022 CEDARS survey: success measure = >80% of those who manage research staff have completed the Research Integrity training (Q.27.7); success measure = > 50% of non-managerial research staff have completed the Research Integrity training (Q.32.13); success measure = >60% agree/agree strongly that they were familiar with the institution's mechanisms to report incidents of misconduct in relation to research integrity (Q.38.1); 2020 CEDARS survey responses showed that (Q.27.7) 40% had completed the Research Integrity training, 40% would like to complete the Research Integrity training; (Q.38.1) 20% (1) strongly agreed, 20% (1) agreed, 20% (1) disagreed that they were familiar with the institution's mechanisms to report incidents of misconduct, and (2) 40% didn't know. | 30/11/2021 | Deputy HOD, RIO & AD (L&OD) | 1 & 2 - responded to earlier | CEDARS 2023 survey: Of staff with responsibility for managing researchers 73% (8/11) have undertaken research integrity training 80% (4/5) researchers have undertaken research integrity training and 20% (1/5) report that they would like to 50% (2/4) said they were familiar with UoC mechanisms to report incidents of research misconduct - showing progress since 2020 |
| ECR3 | Take positive action towards maintaining their wellbeing and mental health | 1) In addition to institutional wide campaigns/communication, via individual emails, signpost research staff to Health and Wellbeing resources/support/training opportunities once per term | 1) 2022 CEDARS survey: success measure = >80% agree/strongly agree that the UoC actively promotes the importance of good mental health and wellbeing of staff (Q.40.4); success measure = >80% agree/agree strongly that their working environment supports their mental health and wellbeing (Q.40.5); success measure = > 80% agree or agree strongly that they take positive action to maintain their mental health and wellbeing (Q41.5); 2020 CEDARS survey responses showed that 100% (5) of respondents agreed that the institution actively promotes the importance of good mental health and wellbeing of staff (Q40.4); and 80% (4) of respondents agreed that they take positive action to maintain their mental health and wellbeing (Q41.5). | 21/05/2023 | AD (L&OD); Faculty Reps | Responded earlier. | CEDARS 2023 survey: 75% (3/4) agree/strongly agree that the UoC actively promotes the importance of good mental health and wellbeing of staff 50% (2/4) agree/agree strongly that their working environment supports their mental health and wellbeing 87% (2/3) agree/agree strongly that they are encouraged to take positive action to maintain their mental health and wellbeing |
| ECR4 | Use available mechanisms to report staff who fall to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct | 1) Ensure research staff are familiar with the institution's Dignity & Respect policy and where to access information relating to the Dignity & Respect Advisers to facilitate the reporting of any alleged incidents; 2) Encourage research staff to complete the Research Integrity training; 3) create a new Research Integrity tile on the Researcher Hub Portal pages to bring together related policies, training resources and other related information. | 2022 CEDARS survey: success measure = >80% agree/agree strongly that they are familiar with the institution's mechanisms to report bullying or harassment (Q.37.1); success measure = >80% agree/agree strongly that they were familiar with my institution's mechanisms to report incidents of misconduct with respect to research integrity (Q.38.1); success measure = >80% agree/agree strongly that their institution promotes the highest standards of research integrity and conduct(Q.40.2); 2020 CEDARS survey responses showed that: (Q.37.1) 80% (3) agreed that they were familiar with the institution's mechanisms to report bullying or harassment and 20% (1) disagreeing; (Q.38.1) 20% (1) strongly agreed, 20% (1) agreed, 20% (1) disagreed that they were familiar with my institution's mechanisms to report incidents of misconduct with respect to research integrity, and 40% (2) didn't know; (Q.40.2) 40% agreed that their institution promotes the highest standards of research integrity and conduct, and 60% didn't know. | 30/11/2021 | Deputy HOD, RIO & AD (L&OD) | 1) Dignity & Respect Policy - signposted through Researcher Hub 2) as above - RI training is being reviewed with a proactive drive to promote and increase engagement; 3) Research integrity tile - the resource allocated here is no longer available to do this, ongoing action will be reassigned | 2023 CEDARS survey: 80% (4/5) agree/strongly agree that they are familiar with the institution's mechanisms to report bullying or harassment 50% (2/4) agree/agree strongly that they were familiar with my institution's mechanisms to report incidents of misconduct with respect to research integrity 50% (2/4) agree/agree strongly that their institution promotes the highest standards of research integrity and conduct |
| ECR5 | Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution | 1) Encourage research staff to contribute to research strategy/policy/procedural development and implementation via personal email correspondence when opportunities arise. | 2022 CEDARS survey: success measure = >60% mostly/fully feel valued for their contribution to Institutional policy and decision-making (Q15.7); success measure = >80% had participated in institution policy and decision-making (Q33.8); 2020 CEDARS survey responses showed that (Q15.7) 20% (1) of respondents felt that their contribution to institutional policy and decision-making was valued to some degree; 40% (2) felt it wasn't at all valued and 40% (2) felt it wasn't applicable; 0% (0) of respondents indicated that they had not participated in institution policy and decision-making (Q33.8) and 60% (3) indicated that they would like to participate. | 21/05/2023 | Deputy HOD, RIO; Faculty Reps | 1) Whilst 'personal email correspondence' was considered to be an appropriate approach here, the University is moving towards a greater use of Teams. We circulate opportunities of this type via the RKEI team sites and other sites as relevant. We are also considering the possibility of setting up a 'Researcher Teams site but discussions around the target audience and eligibility to join are ongoing as we want to make sure that the information contained within can be tailored rather than a generic 'all-staff site. | CEDARS 2023 survey: 50% (1/2) mostly/fully feel valued for their contribution to Institutional policy and decision-making 50% (2/4) had participated in institution policy and decision-making |
| Employment | | | | | | | |
| Institutions must: | | | | | | | |
| EI1 | Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices | 1) Ensure all Recruitment and Selection panel Chairs have completed the mandatory training and 3 yearly refresher training. | 1) > 80% of R&S Panel Chairs have completed the mandatory training/refresher within a 3 year period; 2) 2022 CEDARS survey: success measure = >80% agree/agree strongly that the recruitment, selection and assessment process was fair (Q.18.1); success measure = > 80% agree/agree strongly that the process was inclusive (Q.18.2); success measure = >80% agree/agree strongly that the process was transparent(Q.18.4); success measure = >80% of respondents who manage research staff feel fully confident in their ability to use inclusive, equitable and transparent recruitment processes(Q.26.1); 2020 CEDARS survey responses showed that (Q.18.1) 60% (3) of respondents agreed that the recruitment, selection and assessment process was fair; (Q.18.2) 20% agreed that the process was inclusive; (Q.18.4) 20% agreed that the process was transparent; (Q.26.1) 100% (1) of respondents who manage research staff felt fully confident in their ability to use inclusive, equitable and transparent recruitment processes | 21/05/2023 | AD (L&OD) | 1) Recruitment & Selection training carried out at regular intervals throughout the year. Dates of attendance are recorded on file and Managers & staff are notified when nearing the 3-year expiry date. | CEDARS 2023 survey: 100% (1/1) agree strongly that the recruitment, selection and assessment process was fair 100% (2/2) agree/agree strongly that the process was inclusive 100% (1/1) agree/agree strongly that the process was transparent 45% (5/11) who manage research staff feel fully confident in their ability to use inclusive, equitable and transparent recruitment processes and a further 45% feel confident |

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| E12 | Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position | 1) Revise and communicate the University's Induction Policy i.e. to be rebranded as the Welcome and Orientation Policy and updated to reflect current practice 2) Include a recorded session covering research strategy, policies and practices and where to access resources/information on the Portal Researcher Hub as part of the virtual Welcome events which are facilitated 3 times per year. 3) a member of the R&KTO to participate in the Welcome Q&A panel event with co-presenters. 4) monitor online orientation process engagement which identifies activities at departmental/local level 5) develop a Leading and Managing from the middle developmental programme for 'middle' managers - this will be a workbook supported by live learning discussion sessions; 6) signpost researchers to the Researcher Hub via the online orientation process; 7) Researcher Hub - include the following resources: Citizen Student Strategy; Research Strategy; Career Development Policy; Managing Your Career Guide; Generic: https://blogs.shu.ac.uk/shupreviewtoolkit/files/2018/07/Career-and-development-conversation-guide-Final-Aug-2018.pdf https://www.pat.rh.uh.ac.uk/community-services/CF2/CF2%20Career%20Conversations%20Toolkit.pdf Research specific https://warwick.ac.uk/services/od/development-opportunities/learning-activities/developing-self/career_conversations_v2_new_2019.pdf Case Studies relating to Impact - 03/06/20 - public engagement with research - found this which looks good https://www.ox.ac.uk/research-public-engagement https://www.ox.ac.uk/research/support-researchers/using-research-engagewest1: 8) Review Local induction arrangements for researchers, review compulsory training i.e. include research governance (FG item 2.3) | 1) > 60% of newly appointed research staff engage with the Welcome Event; 2) > 60% of Welcome Event participants engage with the evaluation process to obtain qualitative and quantitative data immediately following the Welcome event to continuously improve the Welcome event; 3) 2022 CEDARS survey: success measure = >80% find the institutional induction use/very useful (Q.19.1); success measure = >80% find the departmental/faculty level induction use/very useful (Q.19.2); success measure = >80% find the induction process local to their current role use/very useful (Q.19.3); 2020 CEDARS survey responses showed that (Q.19.1) 20% (1) of respondents found the institutional induction use/very useful and 40% (2) useful; (Q.19.2) 30% (3) found the departmental/faculty level induction useful; (Q.19.3) 20% (1) found the induction process local to their current role useful and 40% (2) said it wasn't offered. | 30/05/2022 | Deputy HOD, RIO & AD (L&OD): Faculty Reps | 1) Completed; 2) Review & update recorded using for Welcome event and upload to Research hub; Welcome Events are now returning to in-person activities 3) RIO are now part of the in-person welcome event; 4) Completion of the online orientation process is monitored and actioned but the process is currently under review 5) Completed 6) Updates to online orientation are ongoing 7) Completed | CEDARS 2023 survey 0% (0/2) find the institutional induction use/very useful 100% (2/2) find the departmental/faculty level induction use/very useful 50% (0/2) find the induction process local to their current role use/very useful ACTION ONGOING |
| 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 | 1) Development and implementation of a Career Development Policy and Career Framework; 2) Explore practices at other HEIs in relation to the type of contracts research staff are issued when employed i.e. professional services contract vs academic contract - research only staff are employed on professional services contracts currently which limits progression compared to academic contracts and progression opportunities (FG item 2.6); 3) Consider implementing an INSPIRE awards framework - INSPIRE is a mnemonic that reflects the university's values; 4) implement a Managing Your Career Guidance document which makes reference to how to have career conversations for both research staff and their managers; 5) produce guidance to PIs about how they can support the career development opportunities of experienced researchers via new grant applications (FG item 1.2) | 2022 CEDARS survey: success measure = >80% agree/strongly agree that the institution treats them fairly with respect to opportunities for promotion and progression (Q.13.4); success measure = >60% agree/strongly agree that promotional pathways and processes are clear to them (Q.16.1); success measure = >60% agree/strongly agree that the institution has equitable opportunities for career progression (Q.16.2); success measure = >40% agree/strongly agree that promotions at the university are made on merit (Q.16.3); success measure = >60% agree/strongly agree that they are appropriately recognised for their contributions to the university(Q.40.1); 2020 CEDARS survey responses showed that (Q.13.4) 20% (1) of respondents disagreed that the institution treated them fairly with respect to opportunities for promotion and progression; 40% (2) disagreed strongly and 40% (2) didn't know; (Q.16.1) 60% (3) said they disagreed strongly that promotional pathways and processes are clear to them; 40% said they didn't know; (Q.16.2) 20% (1) disagreed and 40% (2) disagreed strongly that the institution has equitable opportunities for career progression; 40% (2) didn't know; (Q.16.3) 80% (4) didn't know if promotions at the university are made on merit; 20% (1) disagreed strongly; (Q.40.1) 40% (2) agreed that they are appropriately recognised for their contributions to the university; 20% (1) disagreed and 40% (2) disagreed strongly | 21/05/2023 | AD (L&OD) | 1) It has not yet been possible to progress this due to other priorities 2) Benchmarking exercise undertaken to review contracts for research staff in other institutions 3) INSPIRE framework not progressed - see above 4) Managing your Career guidance now in place 5) Guidance to PIs provided as part of the post award, project kick off meetings held with RIO | CEDARS 2023 survey 0% (0/4) agree/strongly agree that the institution treats them fairly with respect to opportunities for promotion and progression 100% (4/4) agree/strongly agree that promotional pathways and processes are clear to them 0% (0/2) agree/strongly agree that the institution has equitable opportunities for career progression 67% (2/3) agree/strongly agree that promotions at the university are made on merit 50% (2/4) agree/strongly agree that they are appropriately recognised for their contributions to the university ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL; NEW ACTIONS PROPOSED |
| E14 | Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent | 1) Develop and make available a Research Team Leadership development programme which refers to the university's Redundancy and Redundancy Policy and includes resources for managing and leading in times of uncertainty whether this be structural changes/fixed term contracts (FG item 1.5); 2) signpost managers of researchers to Project Management course information and opportunities; 3) signpost managers of researchers to PDP training opportunities and PDP guidance documentation; 4) review and revise the PDP guidance to reflect any changes made to practice/additional resources available | 2022 CEDARS survey: success measure = >80% of managers of research staff are confident/fully confident in terms of giving guidance to researchers on institutional redeployment processes(Q.26.2); supporting their researchers in working towards their career aspirations (Q.26.3); managing the PDP processes effectively (Q.26.4); providing effective feedback to individual researchers (Q.26.5); dealing with poor performance of researchers (Q.26.6); with acknowledging good performance (Q.26.7); responding to any issues relating to health and wellbeing (Q.26.8); success measure = >80% of managers of research staff have completed training for Conducting appraisals (Q.27.1); completed training for Leading a research group (Q.27.2); completed training for Managing staff performance (Q.27.3); completed Recruitment and selection training (Q.27.4); completed Supervising doctoral researchers training (Q.27.5); completed Leadership training (Q.27.6); 2020 CEDARS survey responses showed that (Q.26.2) 100% (1) of managers of research staff were not very confident in terms of giving guidance to researchers on institutional redeployment processes; 100% (1) of line managers indicated that they were fully confident with supporting their researchers in working towards their career aspirations (Q.26.3); they were fully confident with managing the PDP processes effectively (Q.26.4); they were fully confident with providing effective feedback to individual researchers (Q.26.5); they were fully confident with dealing with poor performance of researchers (Q.26.6); they were fully confident with acknowledging good performance (Q.26.7); and they were fully confident with responding to any issues relating to health and wellbeing (Q.26.8); 100% (1) of managers of research staff completed appraisals (Q.27.1); 100% (1) of managers of research staff completed training for Leading a research group (Q.27.2); 100% (1) indicated they would like training for Managing staff performance (Q.27.3); 100% (1) indicated that they had completed Recruitment and selection training (Q.27.4); 100% (1) indicated that they had completed Supervising doctoral researchers training (Q.27.5); and 100% (1) indicated that they would like to complete Leadership training (Q.27.6). | 30/05/2022 | AD (L&OD) | 1) Subscription to Epigeum's 'Advancing your Research Career - Strategies for Research Leadership' course is available to all staff as a first step to support career development into research leadership; HR Business Partners ensure line managers are aware of relevant policies when dealing with expiry of fixed term contracts 2) Managers of researchers are signposted to training opportunities via Researcher Hub and through the HR training communications 3) Manager of researchers are provided with PDP training and guidance as a requirement of their management role 4) Updates to the PDP guidance are ongoing | CEDARS 2023 survey: Managers of research staff are confident/fully confident in terms of: 27% (3/11) giving guidance to researchers on institutional redeployment processes 73% (8/11) supporting their researchers in working towards their career aspirations 91% (10/11) managing the PDP processes effectively 91% (10/11) providing effective feedback to individual researchers 55% (6/11) dealing with poor performance of researchers 91% (10/11) responding to any issues relating to health and wellbeing 100% (11/11) acknowledging good performance Managers of research staff have: 73% (8/11) completed training for Conducting appraisals 64% (7/11) completed training for Leading a research group 64% (7/11) completed training for Managing staff performance 100% (11/11) completed Recruitment and selection training 82% (9/11) completed Supervising doctoral researchers training 73% (8/11) completed Leadership training ACTION ONGOING |
| E15 | Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation | 1) Review the existing competency framework to ensure it aligns to the new Citizen Student Strategy; 2) Introduce/launch the new INSPIRE Values together with the revised competency framework; 3) integrate and embed both into all HR policies/procedures/practices in particular the Performance and Development Planning online system; 4) explore contextual factors/logistics of bringing together the WAMS processes and PDP processes operationally and under one policy i.e. My Contribution Policy | 2022 CEDARS survey: success measure = >80% agree/strongly agree that they feel fairly treated in relation to contracted workload (Q13.7); success measure = >80% agree/strongly agree that they feel fairly treated in relation to the allocation of additional work beyond framework; 3) integrate and embed both into all HR policies/procedures/practices in particular the Performance and Development Planning online system; 4) explore contextual factors/logistics of bringing together the WAMS processes and PDP processes operationally and under one policy i.e. My Contribution Policy; success measure = >60% feel that their contribution to management and administration within the institution is fully/mostly valued (Q15.2); success measure = >60% feel that their line manager provides constructive feedback on their performance (Q22.4); success measure = >40% agree/strongly agree that their line manager supports them in working towards promotion opportunities (Q22.4); success measure = >40% agree/strongly agree that their line manager supports them with their broader career aspirations (Q22.5); success measure = >60% agree/strongly agree that they are aware of the support the institution provides for their career and professional development (Q29.3); 2020 CEDARS responses indicated that 60% (3) of respondents agreed that they felt fairly treated in relation to contracted workload (Q13.7); 20% (1) disagreed strongly and 20% (1) felt it was not applicable - success measure = 80% agree/strongly agree; 40% agreed that they felt fairly treated in relation to the allocation of additional work beyond their contracted workload (Q13.8); 20% (1) disagreed strongly, 20% (1) didn't know, and 20% (1) felt it was not applicable; 20% (1) felt that the contributions they make to the PDP was mostly valued (Q15.1); 20% (1) felt it was valued to some degree; 40% (2) felt it was not valued at all, and 20% indicated that it was not applicable; 40% (2) felt that their contribution to managing staff performance was valued to some degree (Q15.2); 60% felt it was not applicable; 20% (1) felt that their contribution to management and administration within the institution was valued to some degree (Q15.8); 40% (2) felt it wasn't valued at all; 20% (1) didn't know and 20% (1) indicated that it was not applicable; 40% (2) felt that their PDP was useful (Q20a) and 80% felt it was not very useful; 60% (3) agreed that their line manager clearly articulates their expectations of them with respect to their role and performance (Q22.1); 80% (4) agree that their line manager provides constructive feedback on their performance (Q22.2); 20% (1) agree that their line manager supports them in working towards promotion opportunities (Q22.4); 20% (1) agree that their line manager supports them with their broader career aspirations (Q22.5); 20% (1) disagree strongly, 20% (1) didn't know; 40% (2) agree that their line manager supports them with their broader career aspirations (Q22.5); 20% (1) disagree strongly, 20% (1) indicated this was not applicable and 20% (1) did not respond at all; 60% (3) disagree that they are aware of the support the institution provides for their career and professional development (Q29.3); 20% (1) didn't know and 20% (1) did not respond. | 21/05/2023 | Deputy HOD, RIO & AD (L&OD) | 1) Competency Framework has not been formally reviewed, however it is unlikely that the competencies and principles will need to change, but additional behavioural examples may need to be incorporated 2) INSPIRE Values not progressed - see above 3) New people management programmes to be launched in Sept 2023 aimed at equipping managers with the tools to effectively manage, guide and support their staff 4) work on the My Contribution Policy is ongoing | CEDARS 2023 survey: 60% (4/5) agree/strongly agree that they feel fairly treated in relation to contracted workload 33% (1/3) agree/strongly agree that they feel fairly treated in relation to the allocation of additional work beyond their contracted workload 87% (2/3) feel that the contributions they make to the PDP are fully/mostly valued 67% (2/3) feel that their contribution to managing staff performance is fully/mostly valued 50% (1/2) feel that their contribution to management and administration within the institution is fully/mostly valued 67% (2/3) feel that their PDP is useful/very useful 80% (3/5) agree/strongly agree that their line manager clearly articulates their expectations of them with respect to their role and performance 60% (3/5) agree/strongly agree that their line manager provides constructive feedback on their performance 50% (2/4) agree/strongly agree that their line manager supports them in working towards promotion opportunities 50% (2/4) agree/strongly agree that their line manager supports them with their broader career aspirations 20% (1/5) agree/strongly agree that they are aware of the support the institution provides for their career and professional development ACTION ONGOING, NEW ACTION PROPOSED |
| E16 | 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 | 1) signpost existing research staff to upcoming research opportunities within and outwith the institution; 2) establish steps research staff can consider to progress their career as an academic member of staff; 3) consider employing research staff on academic contracts compared to professional services staff contracts 4) consider establishing a centralised pool of research staff that can be deployed across the institution; 5) ensure managers of research staff are familiar with the Redundancy and Redundancy Policy | 2022 CEDARS survey: success measure = > 60% feel confident/fully confident in terms of giving guidance to researchers on institutional redeployment processes (Q.26.2); 2020 CEDARS survey: 100% indicated that they were not very confident in terms of giving guidance to researchers on institutional redeployment processes (Q.26.2) | 30/05/2022 | Deputy HOD, RIO | 1) RIO signpost opportunities as relevantly to researchers; 2) Advancing your Research Career course available to research staff 3) We are now discussing with SET & HR the possibility of hybrid/bespoke contracts for research staff 4) We are considering a centralised (or faculty based) pool of research staff to support the implementation of the R&KE strategy and development of areas of critical mass 5) Managers of researchers are signposted to employment policies through online orientation, PDP and Researcher Hub | CEDARS 2023 survey: no responses to feeling confident/fully confident in terms of giving guidance to researchers on institutional redeployment processes ACTION ONGOING |
| E17 | 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 | 1) VC weekly communication to continue which invites all staff to participate in regular Q&A sessions thus providing opportunities to voice their views/suggestions and make their contributions; 2) explore opportunities for research staff to engage with R&K Committee and sub-groups e.g. Research Integrity; Human Tissue sub-group & Research with Animals sub-group; Research Ethics Advisory Board and local Research Ethics Committees | 2022 CEDARS survey: success measure = >80% agree/strongly agree that there are opportunities to participate in decision-making processes (e.g. committees) (Q13.3); success measure = >60% agree/strongly agree that their contribution to institutional policy and decision-making is valued (Q15.7); 2020 CEDARS survey responses showed that 80% (4) agree that there are opportunities to participate in decision-making processes (e.g. committees) (Q13.3); 20% said they didn't know; 20% (1) agree that their contribution to institutional policy and decision-making was valued to some degree (Q15.7); 40% (2) felt their contribution was not at all valued; 20% (1) felt it was not applicable and 20% (1) didn't know. | 21/05/2023 | Deputy HOD, RIO/ R&K Committee | 1) VC Q&A sessions are now less frequent, but there is a weekly SET blog 2) We continue to explore how research staff can be more involved in RKE Committee and sub-groups - the membership currently has vacancies to be filled from the research only staff | CEDARS 2023 survey: 80% (4/5) agree/strongly agree that there are opportunities to participate in decision-making processes (e.g. committees) 50% (1/2) agree/strongly agree that their contribution to institutional policy and decision-making is valued ACTION ONGOING |
| 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. | | | | | | |

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| EF2 | Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security | | | | | | | | |
| EF3 | Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression | | | | | | | | |
| EF4 | Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels | | | | | | | | |
| Managers of researchers must: | | | | | | | | | |
| EM1 | Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care | 1) Signpost managers of research staff to PDP training which includes managing performance; 2) develop and make available a development programme for Leading and Managing Research staff | 2022 CEDARS survey - success measure = >80% of those who manage research staff have completed training in relation to conducting appraisals (Q27.1); Leading a research group (Q27.2); Managing Staff Performance (Q27.3); Leadership (Q27.6). 2020 CEDARS survey responses show that 100% (1) of those who manage research staff have completed training in relation to conducting appraisals (Q27.1); 0% had completed Leading a research group; training (Q27.2); 0% had completed Managing Staff Performance (Q27.3); 0% had completed any Leadership training (Q27.6). | | AD (L&OD) | 1) PDP training programmes are delivered monthly. Details are published annually and monthly. Performance management training is included. 2) A programme has been developed as part of a suite of core management skills and, subject to approval, will be rolled out from Sept 2023. | | | CEDARS 2023 survey: Of those who manage research staff: 73% (8/11) have completed training in relation to conducting appraisals 18% (2/11) Leading a research group 64% (7/11) Managing Staff Performance 73% (8/11) Leadership ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| 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 | 1) ensure managers of researchers have completed the Management Essentials training which includes key policies such as Grievance, Absence, Dignity & Respect, Disciplinary, the mandatory E&D Moodle module; the mandatory IOSH Managing Safety online course; the mandatory Supporting Mental Health and Emotional Wellbeing Course 2) encourage managers of researchers to complete the Mental Health First Aid or Awareness course; 3) signpost managers of researchers to Health and Wellbeing resources available on Portal via the online orientation process; 4) provide regular Health and Wellbeing updates in the Staff Forum magazine which is sent to all staff email addresses; 5) signpost managers of research staff to the People Managers Orientation Guide (6) continue to ensure managers are aware of T&Cs of grant funding via institutional grant approval process and communicate requirements to other researchers working on the grant; 7) implement a new programme of Race Equality, Microaggression and Unconscious Bias training; 8) Review internal processes relating to access to funding (FG Item 3.8); 9) QR funds – clarify protocols/procedures relating to QR funds and how funds are distributed (FG Item 3.12); 10) ensure research staff are aware of support available in terms of bid writing (FG Item 3.14) | 1) > 80% of managers of researchers have completed the Management Essentials training; 2) 2022 CEDARS survey - success measure = >80% of those who manage research staff had completed the Equality and Diversity training (Q27.8); Mental Health and Wellbeing training (Q27.9); 2) > 80% of those who manage research staff are confident/fully confident with responding to any issues relating to Health and Wellbeing (Q26.8); 5) 2022 CEDARS survey - success measure = >80% feel that their induction at institution level (Q19.1) and Faculty/Departmental level (Q19.2) were useful/very useful; 6) gather data at focus groups and via institutional question in CEDARS 2022 to establish how confident managers are that they understand the T&Cs of their grants; 7) > 80% have completed the Race Equality, Microaggression and Unconscious Bias training. 2020 CEDARS survey responses showed that 100% (1) of those who manage research staff had completed the Equality and Diversity training (Q27.8); 100% (1) had completed the Mental Health and Wellbeing training (Q27.9). | 30/11/2022 | Deputy HOD, RIO & AD (L&OD) | 1) 33% completed management essentials training, 47% completed E&D; Improving these rates is an ongoing action 2) MHFA training regularly promoted to all staff, has been completed by 53% of managers of researchers 3) Health and wellbeing resources signposted in welcome event, orientation process and PDP training, 20% managers of researchers have completed 'Developing Wellbeing in the Workplace' 4) Health and Wellbeing updates regularly provided via Forum and via communication channels 5) Signposting is in place - in light of the new RKE strategy we have identified a need to overhaul the Researcher Hub to make this easier to navigate 6) Post-award RO2 Checklist meetings now in place within RIO includes clarification on funder Ts and Cs and responsibilities of the researchers 7) University-wide programme of Race Equality, Microaggression and Unconscious Bias training implemented in 2021 8) RIO to look at internal processes 9) Focus group provided with information on method for allocating QR funds and mechanisms for applying for funds. Processes now under review for 2023/24 as Associate Deans in post 10) Dedicated bid writer support is no longer in place. Grants Officers and RIO team offer support | | 2022 CEDARS survey: Of those who manage research staff: 100% (11/11) had completed the Equality and Diversity training and 100% (11/11) completed Mental Health and Wellbeing training; 91% (10/11) are confident/fully confident with responding to any issues relating to Health and Wellbeing 0% (0/2) feel that their induction at institution level was useful/very useful, but 100% (2/2) feel that their induction at Faculty/Departmental level was useful/very useful 75% (3/4) of researchers, 75% (3/4) of professional services staff and 63% (22/35) of teaching and research staff feel confident/fully confident that they understand the T&Cs of their grants. Of staff reporting some management responsibilities (both formal and inform) 63% (17/27) report being confident/fully confident. 1) ACTION ONGOING 2) ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL 3) ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL 4) ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL 5) ACTION ONGOING 6) ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL 7) ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL 8) ACTION ONGOING 9) ACTION ONGOING 10) ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL | |
| EM3 | Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers | 1) ensure managers of researchers have completed the mandatory Recruitment and Selection training | 1) > 80% Managers of researchers have completed the mandatory R&S training within a 3 year period; 2) 2022 CEDARS survey - success measure = >80% of those who manage research staff have completed the Recruitment and Selection training (Q27.4). 2020 CEDARS survey responses showed that 100% (1) of those who manage research staff had completed the Recruitment and Selection training (Q27.4). | 21/05/2023 | AD (L&OD) | 1) Responded earlier | | | CEDARS 2023 survey: 100% (11/11) of those who manage research staff have completed the Recruitment and Selection training ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| EM4 | Actively engage in regular constructive performance management with their researchers | 1) monitor and manage completion of PDP for all research staff i.e. at least 1 formal PDP has been completed every 12 months | 1) Success measure = > 80% have engaged with the PDP process; 2) 2022 CEDARS survey - success measure = > 80% agree/agree strongly that: their manager clearly articulates their expectations of them with respect to their role and performance (Q22.1); their manager provides constructive feedback on their performance (Q22.2); and > 80% of those who manage researchers feel confident/fully confident with: Managing the appraisal/review processes effectively (Q26.4); feel confident/fully confident with providing effective feedback to individual researchers (Q26.5); feel confident/fully confident when dealing with poor performance of researchers (Q26.6); feel confident/fully confident when acknowledging good performance (Q26.7). 2020 CEDARS survey responses showed that 60% (3) agreed that their manager clearly articulates their expectations of them with respect to their role and performance (Q22.1); 80% (4) agree that their manager provides constructive feedback on their performance (Q22.2); 100% (1) of those who manage researchers felt fully confident with Managing the appraisal/review processes effectively (Q26.4); 100% (1) of those who manage researchers felt fully confident with providing effective feedback to individual researchers (Q26.5); 100% (1) of those who manage researchers felt fully confident when dealing with poor performance of researchers (Q26.6); 100% (1) of those who manage researchers felt fully confident when acknowledging good performance (Q26.7). | 21/05/2023 | AD (L&OD) | 1) PDP completion rates monitored and actioned accordingly | | CEDARS 2023 survey: 60% (3/5) agree/agree strongly that their manager clearly articulates their expectations of them with respect to their role and performance 60% (3/5) agree/agree strongly that their manager provides constructive feedback on their performance Of those who manage researchers they feel confident/fully confident with: 91% (10/11) Managing the appraisal/review processes effectively; 91% (10/11) Providing effective feedback to individual researchers; 55% (8/11) dealing with poor performance of researchers; 100% (11/11) when acknowledging good performance ACTION ONGOING | |
| EM5 | Engage with opportunities to contribute to relevant policy development within their institution | 1) VC weekly communication to continue which invites all staff to participate in regular Q&A sessions which provide opportunities to voice their views/suggestions and make their contributions to institutional matters; 2) invite all research staff to contribute to research related strategy/policy development; 3) Work is ongoing to refine objectives for each R&KE Institute (FG Item 3.13) | 2022 CEDARS survey - success measure = >80% feel that the contribution they make to Institutional policy and decision-making is fully/mostly valued (Q15.7). 2020 CEDARS survey responses showed that 20% (1) of respondents felt that the contribution they made to Institutional policy and decision-making was valued to some degree (Q15.7); 40% (2) didn't feel it was at all valued, and 40% (2) indicated that this was not applicable. | 21/05/2023 | Deputy HOD, RIO | 1) & 2) Responded earlier 3) RKEIs objectives are set by the newly appointed Directors | | | CEDARS 2023 survey: 50% (1/2) feel that the contribution they make to Institutional policy and decision-making is fully/mostly valued ACTION ONGOING - EMBEDDED INTO BUSINESS AS USUAL |
| Researchers must: | | | | | | | | | |
| ER1 | Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder | 1) monitor and manage online orientation completion; 2) monitor and manage completion of mandatory Moodle modules (GDPR; E&D; Prevent; & Anti-bribery); 3) Review online orientation statements to ensure they are fit for purpose and are sufficient to facilitate a smooth transition into their roles and how to get on the researcher career ladder (FG Item 2.4 & 2.5) | > 80% of research staff complete the following mandatory Moodle modules: GDPR; E&D; Prevent; Anti-bribery during their probationary review period | 21/05/2023 | AD (L&OD) | 1) - 3) Responded earlier. | | | ACTION ONGOING - EMBEDDED INTO BUSINESS AS USUAL |
| ER2 | Understand their reporting obligations and responsibilities | 1) include in the PDP guidance and training how researchers should engage with line managers to understand their reporting obligations and responsibilities associated with the grant and incorporate prompt within the post-award (RO2) process | 2022 CEDARS survey - success measure = >70% researcher have discussed reporting obligations and responsibilities with their managers (institutional question) | 21/05/2023 | Deputy HOD, RIO | 1) PDP guidance and training is under review. The post-award project kick-off meetings provide managers (where relevant) with information and guidance on the reporting obligations and responsibilities | | | CEDARS 2023 survey: 75% (3/4) researchers report being confident of their grant reporting obligations and responsibilities 83% (6/8) managers of researchers report being confident of their grant reporting obligations and responsibilities 100% (4/4) researchers report discussing reporting obligations, with frequency varying from always to rarely ACTION ONGOING |
| ER3 | Positively engage with performance management discussions and reviews with their managers | 1) monitor and manage engagement with annual PDPs | Success measure = >80% of research staff have engaged with the PDP process; 2022 CEDARS survey - success measure = >80% of research staff: have over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review (Q20); have found that their staff review/appraisal was useful/very useful (Q20a); 2020 CEDARS responses indicated that 100% (5) research staff had over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review (Q20); 40% (2) found that their staff review/appraisal was useful (Q20a) and 60% indicated that it was not very useful. | 21/05/2023 | AD (L&OD) | 1) PDP engagement monitored and actioned accordingly. | | | 100% (4/4) researchers report discussing reporting obligations, with frequency varying from always to rarely ACTION ONGOING |
| ER4 | Recognise and act on their role as key stakeholders within their institution and the wider academic community | 1) integrate the new Citizen Student Strategy into the PDP guidance and training to clarify how each individual/team contributes to the institutions overarching priorities | Success measure = >80% of research staff have completed the PDP training; 2022 CEDARS survey - success measure = > 80% agree/agree strongly that their manager clearly articulates their expectations of them with respect to their role and performance (Q22.1). 2020 CEDARS survey responses showed that 60% (3) agreed that their manager clearly articulates their expectations of them with respect to their role and performance (Q22.1). | 21/05/2023 | AD (L&OD) | 1) Citizen Student Strategy is now included in PDP training and incorporated into developing objectives. Attendees are also signposted to details on UoC website and Portal | | | CEDARS 2023 survey: 60% (3/5) agree/agree strongly that their manager clearly articulates their expectations of them with respect to their role and performance ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| Professional and Career Development | | | | | | | | | |
| Institution must: | | | | | | | | | |
| PCD1 | 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 | 1) Secure funds in annual RIO Business plan to support conference attendance for career development purposes (rather than for research dissemination) and inform researchers of opportunity to apply 2) explore ways to record, monitor and manage a minimum of 10 days professional development per year 3) conduct a training needs analysis of research staff to ensure training opportunities meet those needs | 2022 CEDARS survey - success measure = >80% of research staff agree/agree strongly that: they have access to training and development opportunities (Q13.1); they have opportunities for funding to attend conferences and external meetings (Q13.2); their manager / supervisor encourages them to consider a wide range of future career options beyond academia (Q29.2); they have a clear career development plan (Q29.5); success measure = >80% of research staff over the last 12 months have spent more than 10 days (pro-rata for part-time staff) on training/CPD activities (Q34). 2020 CEDARS responses showed that 40% (2) of research staff agreed that they had access to training and development opportunities (Q13.1); 20% (1) disagreed and 20% (1) disagreed strongly; 60% agree that they have opportunities for funding to attend conferences and external meetings (Q13.2); 20% (1) disagree and 20% (1) disagree strongly; 4) agree/agree strongly; 20% (1) disagree that their manager / supervisor encourages them to consider a wide range of future career options beyond academia (Q29.2); 20% (1) disagree strongly; 40% felt this was not applicable; 60% (3) agree that they have a clear career development plan (Q29.5); 20% (1) disagree strongly; Over the last 12 months 0% of research staff had spent more than 10 days on training/CPD activities, 0% had spent between 5 and 9 days on training/CPD activities, 20% (1) had spent 3 to 4 days, 20% (1) had spent 1 to 2 days and 40% (2) had spent less than 1 day on training/CPD activities (Q34). | 30/11/2021 | Deputy HOD, RIO; AD (L&OD) | 1) completed - funding exists and uptake improving 2) discussions are ongoing as to how to implement this action 3) Training Needs Analysis conducted as part of review and monitoring of training as identified through the PDP process | | | CEDARS 2023 survey: 25% (1/4) of research staff agree/agree strongly that they have access to training and development opportunities; 40% (2/5) have opportunities for funding to attend conferences and external meetings; 60% (3/5) their manager / supervisor encourages them to consider a wide range of future career options beyond academia; 60% (3/5) have a clear career development plan 40% (2/5) of research staff over the last 12 months have spent 3-4 days (pro-rata for part-time staff) on training/CPD activities, 60% (3/5) say no time spent on training ACTION ONGOING - EMBEDDED INTO BUSINESS AS USUAL NEW ACTIONS PROPOSED |

| | | | | | | | |
|--------------------------------------|--|--|---|------------|-----------------------------|---|--|
| PCD2 | Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers | 1) Monitor and manage PDP participation rates for all research staff as this includes career development conversations and personal/professional development plans to support performance in current role and in support of realistic career aspirations; 2) ensure managers of all research staff are aware of the Managing Your Career Guide which includes information about conducting career conversations | 1) > 60% of research staff have participated in PDP reviews; 2) 2022 CEDARS survey - success measure = >80% feel that: the contribution towards developing researchers is valued fully/mostly by the institution (Q15.3); >60% agree/agree strongly that their manager/supervisor encourages them to engage in personal and career development activities (Q29.1); >60% agree/agree strongly that they have a clear career development plan (Q29.5); >70% agree/agree strongly that they maintain a formal record of their continuing professional development activities (Q29.6); >50% say they have a regular formal career development review with their manager / supervisor (Q30) and >50% who say they have regular formal career development reviews, indicate that it is useful/very useful. 2020 CEDARS survey responses show that 20% (1) felt that the contribution towards developing researchers is valued by the institution to some degree (Q15.3); 20% (1) felt it was not at all valued and 60% (3) indicated that this was not applicable; 60% (3) agreed that their manager/supervisor encourages them to engage in personal and career development activities (Q29.1); 60% agree that they have a clear career development plan (Q29.5); 20% disagree strongly; 60% agree that they maintain a formal record of their continuing professional development activities (Q29.6); 20% disagree; 40% (2) said they have a regular formal career development review with their manager / supervisor (Q30); 40%(2) said they didn't have regular formal career development reviews; out of the 2 who said they have regular formal career development reviews, 50% (1) indicated that it was not very useful (Q30a) and 50% indicated that it was not at all useful. | 21/05/2023 | AD (L&OD) | 1) PDP participation is managed through HR. They can identify when these have not been completed and prompt research staff to engage here 2) Managers are made aware of the Managing Your Career Guide and encouraged to refer to this when undertaking career development conversations and discussing development plans with researchers. | CEDARS 2023 survey: 67% (2/3) feel that the contribution towards developing researchers is valued fully/mostly by the institution 80% (4/5) agree/agree strongly that their manager/supervisor encourages them to engage in personal and career development activities 60% (3/5) agree/agree strongly that they have a clear career development plan 80% (4/5) agree/agree strongly that they maintain a formal record of their continuing professional development activities 0% (0/5) say they have a regular formal career development review with their manager / supervisor and no responses regarding usefulness ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| PCD3 | Ensure that researchers have access to professional advice on career management, across a breadth of careers | 1) Develop and implement a university wide Career Framework and Policy; 2) signpost Research staff to the Managing Your Career Guide on the Portal Research Hub which provides resources to support PhD and F/G Item 2.1) career progression; 3) Signpost Research Staff to case studies which promote examples of how researchers have taken responsibility for their own career development | 2022 CEDARS survey success measure = >50% agree/agree strongly that they are aware of the support the institution provides for their career and professional development (Q29.3); > 20% agree/agree strongly that they have discussed their career options with a career specialist (Q29.4); > 60% agree/agree strongly that they have a clear career development plan (Q29.5); 2020 CEDARS survey responses show that 60% (3) disagree that they are aware of the support your institution provides for your career and professional development (Q29.3); 20% (1) didn't know; 40% (2) disagree and 40% (2) disagree strongly that they have discussed their career options with a career specialist (Q29.4); 60% (3) agree that they have a clear career development plan (Q29.5); 20% (1) disagreed strongly | 30/05/2022 | Deputy HOD, RIO & AD(L&OD) | 1) - 3) all responded to earlier | CEDARS 2023 survey: 20% (1/5) agree/agree strongly that they are aware of the support the institution provides for their career and professional development 0% (0/5) have discussed their career options with a career specialist 60% (3/5) have a clear career development plan ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| PCD4 | Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills | 1) Identify activities that contribute towards developing researcher identity; 2) clarify ways in which line managers can support researchers in developing their research identity; 3) Review mechanisms to facilitate opportunities for research staff to connect with other researchers within and outside of their own department, whether professionally or socially; 4) raise profile of research mentors on Portal; 5) Exploring the use to ChesterRep to include more researcher profiles - but will need promoting; 6) Researcher profiles uploaded to Research Hub on Portal and Website 7) explore alternative ways for researchers to connect e.g. https://www.ox.ac.uk/research/support-researchers/connecting-other-researchers/wsa-1 | 2022 CEDARS survey - success measure = > 60% agree/agree strongly that their line manager supports them to develop their research identity (Q22.3); > 40% agree/agree strongly that they have time to develop their research identity (Q22.7); > 40% agree/agree strongly that they have time to develop their leadership skills (Q22.8); 2020 CEDARS survey responses showed that 60% (3) agreed that their line manager supports them to develop their research identity (Q22.3); 20% (1) agree and 40% (2) disagree strongly that they have time to develop their research identity (Q22.7); 40% (2) disagree that they have time to develop their leadership skills (Q22.8); 20% (1) didn't know and 20% (1) felt it wasn't applicable. | 21/05/2023 | Deputy HOD, RIO & AD(L&OD) | 1 and 2) Discussions with RKEI Directors & Associate Deans of Research & Innovation to review training needs and provision is ongoing - this will include developing researcher identity 3) Introduction of the RKEIs provides a valuable new mechanism to support and facilitate researcher networking 4) Active promotion of the research mentors to be undertaken 5) A CRIS system is being purchased which will prioritise staff profile functionality 6) We have a large number of Researcher Profiles now on the website which can also be accessed through the Researcher Hub 7) RKE Festival is an alternative way for researchers to connect but Focus group feedback will enable us to develop this area further | CEDARS 2023 survey: 60% (3/5) agree/agree strongly that their line manager supports them to develop their research identity 60% (3/5) agree/agree strongly that they have time to develop their research identity 20% agree/agree strongly that they have time to develop their leadership skills ACTION ONGOING |
| PCD5 | Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this | 1) Enhance the HR exit process to include a reflection on research/generic skills and support for future employment | 2022 CEDARS survey - success measure = > 40% have experienced research systems of other employment sectors (Q33.6); > 40% have experienced a secondment/placement in another employment sector (Q33.7); 2020 CEDARS survey responses showed that 20% (1) would be interested in experiencing research systems of other employment sectors (Q33.6); 40% (2) indicated that they had done this; 20% (1) said that they had already experienced a secondment/placement in another employment sector (Q33.7) and 20% (1) said they would like to do this. | 30/11/2022 | Deputy HOD, RIO & AD (L&OD) | 1) The Leavers' Survey has been reviewed and updated. However, the inclusion of the reflection on skills was not considered to be appropriate | CEDARS 2023 survey: 50% (2/4) have experienced research systems of other employment sectors 25% (1/4) have experienced a secondment/placement in another employment sector ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| PCD6 | Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews | 1) signpost research staff to the Managing Your Career Guide as this includes a Learning Log template; 2) monitor and report on PDP completion rates for research staff compared to all staff to the SET annually; 3) signpost research staff to development opportunities e.g. Learning Calendar via the Research Hub on Portal; 4) report annually to SET a summary of engagement with development opportunities which are facilitated centrally/departamentally; 5) signpost research staff to annual research conference programme | Success measure = >80% of research staff have engaged with the PDP process; >40% have engaged with developmental opportunities referred to in Learning Calendar; 2022 CEDARS survey success measures = > 60% agree/agree strongly that they maintain a formal record of their continuing professional development activities (Q29.6); >80% of research staff have over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review (Q20); >80% find that their staff review/appraisal is useful/very useful (Q20a); 2020 CEDARS survey responses show that 60% (3) agree that they maintain a formal record of their continuing professional development activities (Q29.6); 100% (5) research staff have over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review (Q20); 40% (2) found that their staff review/appraisal was useful (Q20a) and 60% indicated that it as not very useful | 21/05/2023 | Deputy HOD, RIO & AD (L&OD) | 1) - 3) Responded earlier 4) Annual SET reporting - tailored reports are provided currently on activities from RIO and HR. Work ongoing to look at producing a combined report 5) Research Staff are signposted to annual R&KE Festival via Researcher Hub, RKEIs and relevant Teams sites. RKEI organise and promote events to all members via their dedicated Teams sites. | CEDARS 2023 survey: 80% (4/5) agree/agree strongly that they maintain a formal record of their continuing professional development activities 60% (3/5) of research staff have over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review 67% (2/3) find that their staff review/appraisal is useful/very useful ACTIONS 1-3 & 5 COMPLETE - EMBEDDED INTO BUSINESS AS USUAL ACTION 4 ONGOING NEW ACTIONS PROPOSED |
| 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 | | | | | | |
| PCDF2 | Embed the Concordat Principles and researcher development into research assessment strategies and processes | | | | | | |
| 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 terms | | | | | | |
| Managers of researchers must: | | | | | | | |
| PCDM1 | Engage in regular career development discussions with their researchers, including holding a career development review at least annually | 1) monitor and manage PDP completion rates for all research staff; 2) integrate the Managing Your Career Guide into the PDP Guidance document; 3) signpost managers of research staff to the Managing Your Career Guide via the online orientation process; 4) upload the Managing Your Career Guide onto the Research Hub on Portal; 5) ensure managers of research staff have completed the PDP training | 1) Success measure = >80% of research staff have completed the PDP training and participated in the annual PDP process; 2) 2022 CEDARS survey success measure => 60% agree/agree strongly that their manager /supervisor encourages them to engage in personal and career development activities (Q29.1); > 60% say they have a regular formal career development review with their manager /supervisor (separately or as part of your appraisal / performance review) (Q30); > 40% find their career development review with their manager useful/very useful. 2020 CEDARS survey responses show that 60% (3) agree that their manager / supervisor encourages them to engage in personal and career development activities (Q29.1); 40% (2) said that they have a regular formal career development review with their manager / supervisor (separately or as part of your appraisal / performance review) (Q30) and 40% (2) said they didn't; 0% indicated that their career development review with their manager was useful/very useful (Q30a). | 21/05/2023 | AD (L&OD) | 1) - 6) Responded earlier. | CEDARS 2023 survey: 60% (4/5) agree/agree strongly that their manager / supervisor encourages them to engage in personal and career development activities 0% (0/5) say they have a regular formal career development review with their manager / supervisor (separately or as part of your appraisal / performance review) and no responses on usefulness > 40% find their career development review with their manager useful/very useful. ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| 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 | 1) explore opportunities for cross-institutional networking for research staff; 2) explore opportunities for research staff to access careers advisors; 3) signpost research staff to the Managing Your Career Guide on the Portal Research Hub; 4) operationalise job shadowing scheme which is referred to in the Managing Your Career Guide; 5) signpost research staff to mentoring opportunities via the Portal Research Hub | 1) >10% of research staff engage with the formal mentoring scheme; 2) 2022 CEDARS survey - success measure = > 40% agree/agree strongly that they are aware of the support their institution provides for their career and professional development (Q29.3); > 40% agree/agree strongly that they have discussed their career options with a career specialist (Q29.4); 2020 CEDARS survey response show that 0% agree/agree strongly that they are aware of the support their institution provides for their career and professional development (Q29.3) and 60% (3) disagree; 0% agree/agree strongly that they have discussed their career options with a career specialist (Q29.4) and 40% (2) disagree and 40% (2) disagree strongly. | 30/11/2021 | AD (L&OD) | 1) Responded earlier 2) The Careers Advisers focus is on supporting students due to resource constraints. Some opportunity to develop the role of Research Mentors 3) Responded earlier 4) Job shadowing scheme yet to be operationalised 5) Coaching & Mentoring programmes already in place. Very few volunteers, and reluctance to provide support outside of own dept./faculty to be worked. | CEDARS 2023 survey: 20% (1/5) are aware of the support their institution provides for their career and professional development 0% (0/5) have discussed their career options with a career specialist ACTION 5 ONGOING NEW ACTIONS PROPOSED |
| 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 | 1) ensure managers of research staff allocate a minimum of 10 days per year (pro rata for part time staff) for the purposes of professional development | 2022 CEDARS survey - success measure => > 50% of research staff spend 5 days or more on training and other continuing professional development activities during the past 12 months (or since taking up their current position if that is more recent) (Q34); 2020 CEDARS survey response data show that 0% have spent 5 days or more during the past 12 months (or since taking up their current position if that is more recent) on training and other continuing professional development activities (Q34); 100% (5) had spent 4 days or less on training and other continuing professional development activities. | 30/05/2022 | Deputy HOD, RIO & AD (L&OD) | 1) Discussions continue as to how this can be best implemented | CEDARS 2023 survey: 40% (2/5) have spent 3-4 days on training and other continuing professional development activities during the past 12 months (or since taking up their current position if that is more recent); 60% (3/5) say no training undertaken in this time period ACTION ONGOING |
| 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 | 1) Develop and signpost managers of research staff to guidance relating to developing research identity and broader research skills | 2022 CEDARS survey - success measure = > 60% agree/agree strongly that their manager supports them to develop their research identity (Q22.3); > 40% agree/agree strongly that they have time to develop their research identity (Q22.7); > 40% agree/agree strongly that they have time to develop their leadership skills (Q22.8); 2020 CEDARS survey responses show that 60% (3) agree that their manager supports them to develop their research identity (Q22.3); 20% (1) agree and 40% (2) disagree strongly that they have time to develop their research identity (Q22.7); 40% disagree that they have time to develop their leadership skills (Q22.8); 0% indicated that they had not engaged with any leadership training (Q32.7). | 30/05/2022 | Deputy HOD, RIO & AD (L&OD) | 1) Extensive leadership training is available and published annually and monthly, ahead of programme delivery. See also PCD3 | CEDARS 2023 survey: 60% (3/5) agree/agree strongly that their manager supports them to develop their research identity 60% (3/5) agree/agree strongly that they have time to develop their research identity 20% (1/5) agree/agree strongly that they have time to develop their leadership skills ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| PCDM5 | Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development | 1) In addition to generic leadership and management development opportunities available to all people managers, develop and make available a development programme specifically for Leading and Managing Research staff | 2022 CEDARS survey - success measure = > 60% have completed some leadership training responses showed that 0% of those who manage research staff had completed any leadership training (Q27.6); 2020 CEDARS survey responses showed that 0% of those who manage research staff had completed any leadership training (Q27.6) | 30/11/2021 | AD (L&OD) | 1) 'Advancing your Research Career - Strategies for Research Leadership' course has recently been made available - need to collect feedback to establish if this meets requirement | CEDARS 2023 survey: 25% (1/4) researchers has undertaken leadership training ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL |
| 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 | 1) signpost research staff via the Portal Research Hub to the Managing Your Career Guide; | 2022 CEDARS survey - success measure => > 60% agree/agree strongly that they have a career development plan (Q29.5); 2020 CEDARS survey responses show that 60% (3) agree, 20% (1) disagreed strongly, and 20% (1) did not respond that they have a clear development plan (Q29.5) | 30/11/2021 | AD (L&OD) | 1) L&OD staff signpost research staff via PDP training | CEDARS 2023 survey: 60% (3/5) have a career development plan ACTION ONGOING |

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|-------|---|---|--|------------|-----------------|--|--|
| 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 | 1) explore opportunities for cross-institutional networking for research staff; 2) explore opportunities for research staff to access careers advisors; 3) signpost research staff to the Managing Your Career Guide on the Portal Research Hub; 4) operationalise job shadowing scheme which is referred to in the Managing Your Career Guide; 5) signpost research staff to mentoring opportunities via the Portal Research Hub | 2022 CEDARS survey - success measure = > 60% agree/agree strongly that they have a career development plan (Q29.5). 2020 CEDARS survey responses show that 60% (3) agree, 20% (1) disagreed strongly, and 20% (1) did not respond that they have a clear development plan (Q29.5) | 30/11/2021 | AD (L&OD) | 1) -5) Responded earlier. | CEDARS 2023 survey: 60% (3/5) have a career development plan ACTION 5 ONGOING |
| 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 | 1) signpost to RDF framework via the Portal Research Hub; 2) signpost research staff to the Managing Your Career Guide which includes a template for a Learning Log | 2022 CEDARS survey - success measure = > 60% agree/agree strongly that they have a clear career development plan (Q29.5); > 60% agree/agree strongly that they maintain a formal record of their continuing professional development activities (Q29.6). 2020 CEDARS responses showed that 60% (3) of research staff agreed that they have a clear career development plan (Q29.5), 20% disagreed strongly; 60% agree that they maintain a formal record of their continuing professional development activities (Q29.6), 20% disagree | 30/11/2021 | AD (L&OD) | 1) Completed 2) Responded earlier | CEDARS 2023 survey: 60% (3/5) have a career development plan 80% (4/5) maintain a formal record of their continuing professional development activities NEW ACTIONS PROPOSED |
| PCDR4 | Positively engage in career development reviews with their managers | 1) monitor and manage PDP completion rates for all research staff; 2) integrate the Managing Your Career Guide into the PDP Guidance document; 3) signpost research staff to the Managing Your Career Guide via the online orientation process; 4) upload the Managing Your Career Guide onto the Research Hub on Portal | 1) Success measure =>80% of research staff have engaged with the PDP process; 2) 2022 CEDARS survey success measure = > 80% of research staff had over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review (Q20); > 40% find that their staff review/appraisal is useful/very useful (Q20a); 2020 CEDARS responses indicated that 100% (5) research staff had over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review (Q20) | 21/05/2023 | AD (L&OD) | 1) Responded earlier 2), 3) & 4) Managing your career guide incorporated in PDP training. L&OD analyse Development needs and plans identified during the PDP process. These are used to formulate the training calendar and additional resources for the coming academic year. Documents available via Researcher Hub | CEDARS 2023 survey: 80% (3/5) of research staff had over the past two years (or since taking up your current position if that is more recent) participated in their staff appraisal/review 67% (2/3) find that their staff review/appraisal is useful/very useful ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL¹ |
| PCDR5 | Seek out, and engage with, opportunities to develop their research identity and broader leadership skills | 1) signpost research staff to resources available on the Portal Research Hub to support the development of their research identity and leadership skills | 2022 CEDARS survey - success measure = > 40% agree/agree strongly that they have time to develop their research identity (Q29.7); > 40% agree/agree strongly that they have time to develop their leadership skills (Q29.8). 2020 CEDARS responses indicated that 20% (1) agree and 40% disagree strongly that they have time to develop their research identity (Q29.7); 0% agree/agree strongly and 40% (2) disagree that they have time to develop their leadership skills (Q29.8). | 30/11/2021 | Deputy HOD, RIO | 1) Responded earlier | CEDARS 2023 survey: 80% (3/5) agree/agree strongly that they have time to develop their research identity 20% (1/5) agree/agree strongly that they have time to develop their leadership skills ACTION COMPLETE - EMBEDDED INTO BUSINESS AS USUAL¹ |
| 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 | 1) Promote KT activities and resources available on Research Hub; 2) Participate in R&KT Conference 3) Promote KT Grant Scheme; 4) consider opportunities to increase knowledge of Knowledge Exchange Concordat and action plan | 2022 CEDARS survey - success measure for 33.1 to 33.8 => > 40% have engaged with a particular activity and < 40% would like to do a particular activity; Commercialisation (Q33.1); Knowledge exchange (Q33.2); Public policy development (Q33.3); Public engagement (Q33.4); Citizen science or co-creation of research with society (Q33.5); Experience of other employment sectors (Q33.6); Secondment/placement in another employment sector (Q33.7); participate in institution policy and decision-making (Q33.8). 2020 CEDARS survey responses showed that 0% had engaged with and 60% (3) would like to engage with Commercialisation (Q33.1); 0% had engaged and 80% (4) would like to engage with Knowledge exchange (Q33.2); 0% had engaged and 80% (4) would like to engage with Public policy development (Q33.3); 20% (1) have done and 40% (2) would like to engage with Public engagement (Q33.4); 0% had engaged and 40% would like to engage with Citizen science or co-creation of research with society (Q33.5); 40% (2) have gained and 20% (1) would like to gain Experience of other employment sectors (Q33.6); 20% (1) had done and 20% (1) would like to do a Secondment/placement in another employment sector (Q33.7); 0% had done and 60% (3) would like to participate in institution policy and decision-making (Q33.8) | 30/11/2021 | Deputy HOD, RIO | 1) Signposting on Researcher Hub, RKEI communications 2) Annual RKE Festival - complete 3) KT Grant scheme is changing. New opportunities with this funding have been circulated via Portal and the RKEIs 4) KE Task Force was set up and sessions and workshops open to all held on the KEC and the KEF | CEDARS 2023 survey: Engagement with a particular activity: Commercialisation 20% (1) have and 40% (2) would like to engage (5 responses) Knowledge exchange 25% (1) have and 25% (1) would like to engage (4 responses) Public policy development 25% (1) has engaged (4 responses) Public engagement 50% (2) have engaged (4 responses) Citizen science or co-creation of research with society 50% (2) have engaged (4 responses) Experience of other employment sectors 50% (2) have engaged (4 responses) Secondment/placement in another employment sector 25% (1) has engaged (4 responses) Participate in institution policy and decision-making 50% (2) have engaged (4 responses) ACTION ONGOING |

¹ 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.

The lead person with responsibility for the action plan in each department is: