

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

Institution name:	Cranfield University	The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Cohort number:	11	Audience	#	Comments
Date of submission:	6 year review due July 2021	Research staff	231	
		Postgraduate researchers		
		Research and teaching staff	345	
		Teaching-only staff	96	
		Technicians	127	
		Clinicians		
		Professional support staff		
		Other (please provide numbers and details):		
		Other (please provide numbers and details):		

- Institution obligations
- Managers of researchers obligations
- Researchers obligations

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
EC11	Ensure that all relevant staff are aware of the Concordat	Organise an awareness campaign to raise the profile of the Researcher Development Concordat	Awareness of the Concordat (Qn. 42.1) increased from 56% in 2020 to 70% in 2021 CEDARS survey	Dec-21	HREiR Working Group	New action 2021 CEDARS survey expected to take place in May	
		Review University Concordat information on intranet	Intranet pages reviewed and updated	Mar-21	HT&D	New action Intranet pages reviewed and updated.	
		Continue to review and reflect on our effectiveness relating to HREiR and the Concordat principles. (Old 7)	Evidence gained via the Researcher questionnaire as part of our internal review for HREiR.	Ongoing	HT&D Dir RIO	Action from previous 2019-2021 action plan Feedback from Researchers and Researcher Managers obtained by participating in the newly launched CEDARS sector-wide survey. Progress reviewed at HREiR working group Meetings and Research Committee Meetings.	
		Continue membership of Vitae, participate in network events and for the HT&D to apply for opportunity to become an external reviewer.	Membership funding supported by the University. HT&D application progressed at appropriate stage.	Ongoing	HT&D	Action from previous 2019-2021 action plan Vitae membership renewed. Awaiting call for applications to become an external reviewer.	

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		In order to review the impact of changes implemented and continue to determine specific support required, a questionnaire will be sent to Researchers biennially.(Old 7)	Questionnaires issued and at least 25% response rate achieved, rising from 17.5%.	Apr-21	HT&D Dir RIO HREiR working group	Action from previous 2019-2021 action plan Ceased short internal questionnaire in favour of new more extensive sector wide CEDARS survey which ran during summer of 2020. Note that the survey was live during an exceptional period at the University where many staff were furloughed or focussed on the university response to the pandemic.	Survey completions increased from 65 to 88. The response rate decreased to 13% due to a 71% growth in the survey population (previous survey was targeted at primary Researchers and Professors only, whereas the recent survey also included academic staff). Adopting the new survey has improved our ability to measure the impact of changes and determine specific support requirements.
		At each meeting of the Research Committee, review progress against action plan	Progress reports from the Sub-Group on delivering the action plan presented to Research Committee at each meeting to ensure continued monitoring, and review with actions minuted. Minutes from Research Committee made available to all staff via the Cranfield intranet and reported on at Senate.	Ongoing	Dir RIO	Action from previous 2019-2021 action plan Details of the transition to the new Researcher Development Concordat and progress against the HREiR action plan communicated, reviewed and minuted accordingly. Progress presented at each Research Committee.	Ongoing focus on the development of the university research culture by appropriate stakeholders.
		Invite Deputy DoR's to participate in the HREiR working group	Deputy DoRs invited and participating in the HREiR working group, raising awareness, encouraging achievement of the Concordat obligations and supporting the school reps in achieving their role of coordinating activities across schools.	Dec-19	Dir RIO	Action from previous 2019-2021 action plan Deputy Directors of Research now participate on the HREiR working group and support school representatives.	Awareness and activities increasing with the potential to develop this further.
		DoR role descriptor to include specific responsibilities relating to the development of Researchers. (Old 7.1)	Amend the role descriptions and re-issue to DoR with emphasised focus on this element of their role. The research survey to show a positive correlation in re-focus of DoR activities and Researcher satisfaction.	Dec-19 April-21	HPE	Action from previous 2019-2021 action plan Role descriptor updated to include specific responsibilities.	Director's of Research have improved clarity and focus in relation to their Researcher development responsibilities.
		Review the HREiR action plan and update in light of the updated Concordat. (Old 7)	Updated action plan in light of updated Concordat.	Apr-20	Dir RIO HT&D	Action from previous 2019-2021 action plan HREiR action plan reviewed, gap analysis undertaken and plan updated to align with new Concordat. New actions added and format updated to improve clarity significantly in advance of 6 year review (due July 2021).	Improved and up to date plan in place to assist with progression of actions.

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		Improve availability and quality of data helpful to HREiR progress monitoring. (Old 7)	Data generation, monitoring, collation and storage improved and integrated into HREiR action plan with SMART targets.	Jul-21	All	<p>Action from previous 2019-2021 action plan</p> <p>Existing data sources under review and new data source in place (CEDARS).</p> <p>Plans for improved data collation and storage in place for HREiR working group.</p>	Improved accuracy and efficiency in progress monitoring, resulting in more targeted action planning and initiatives
EC12	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Relevant policies and practices are in place, well communicated and embedded in culture	Increase in % of researchers reporting staff are treated fairly irrespective of any protected characteristics (Qn. 36.4) from 69% in 2020 to 75% in 2021 in the CEDARS survey. Increase in % of researchers reporting the University is committed to equality and diversity (Qn 40.3) from 84% in 2020 to 90% in 2021 in the CEDARS survey	Dec-21	HD&I	New action	
		Institution wide policies reviewed to ensure they are up to date, compliant and visible to all relevant staff.	Researcher relevant policies reviewed, updated and published on the intranet. Consider publishing on internet.	Dec-21	HHRO & HD&I	<p>New action</p> <p>Plan in place to review policies identified by Internal Audit including Dignity at Work policy.</p>	
		Staff involved in the management of REF supported to adopt an inclusive, equitable and transparent approach	Training delivered to relevant staff by Head of Diversity and Inclusion and Head of Research Excellence	Dec-20	HD&I, HRE	<p>New action</p> <p>Training provided to all staff involved in REF decision making including the University Executive.</p>	Decisions are made objectively and equitably.
		University values and behaviours (launch August 2019) to be embedded within actions of researchers and line managers improving focus on positive behaviours and successful outcomes. Values embedded in employee lifecycle.	Output from staff pulse surveys confirm awareness of values and that values are being lived day to day.	Jul-21	HT&D	<p>New action</p> <p>Values embedded in employee lifecycle.</p> <p>Nov 2020 pulse survey respondents stated our values are lived all of the time (7%), most of the time (36%), some of the time (42%), rarely (13%) and never (2%).</p> <p>Nov 2019 pulse survey results stated our values are lived all of the time (6%), most of the time (29%), some of the time (45%), rarely (17%) and never (4%).</p> <p>Latest results reveal an upward trend in positive behaviours.</p>	

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

	Researchers are fairly recognised and rewarded through an inclusive, equitable and transparent approach to pay recommendations.	Pay award proposals reviewed and challenged in terms of equality and diversity by pay award bodies. Performance related pay awards granted to research staff as appropriate.	Oct-20	Snr HR BP's	<p>Action from previous 2019-2021 action plan</p> <p>Addressed through university wide pay award process requiring transparent criteria to be met, reviewed and challenged.</p> <p>Discussions include reviewing the performance and eligibility of all staff to ensure equal consideration and fairness. Guidelines in place to ensure pay award parity e.g. % increments.</p>	Fair and equitable reward process in place.
	Ensure a continued focus on the gender pay gap at Cranfield University.(Old 6.10)	A consistent reduction in the gender pay gap at Cranfield year on year addressed through initiatives in recruitment, retention and development of female talent. Trend analysis conducted every 3 years, currently 24.5%.	Apr-21	Dir HR HD&I HHRC	<p>Action from previous 2019-2021 action plan</p> <p>Initiatives ongoing as published in the 2019 gender pay gap report.</p> <p>https://www.cranfield.ac.uk/about/governance-and-policies/policies-and-regulations/gender-pay-gap-report</p>	2019 gender pay gap 23.4% and we hope with the current initiatives this will further reduce by the next reporting period.
	Improve disability declaration rates and support for disability at Cranfield. (Old 6.2)	Initiative defined and delivered to encourage and support disclosure of disability. Currently at 3% ambition to reach 4.5% by July 2022.	Apr-21	HD&I	<p>Action from previous 2019-2021 action plan</p> <p>Disability policy revised Sep 2020.</p> <p>Level 2 disability confident achieved in Dec 2020, working towards embedding the standard.</p> <p>https://search.cranfield.ac.uk/s/redirect?collection=cranfield-meta&url=https%3A%2F%2Fwww.cranfield.ac.uk%2F%2Fmedia%2Ffiles%2Fcorporate_documents%2Fstaff-disability-policy-and-procedure.ashx&auth=rwFrI7DXlg5pNnwjcaP8gg&profile=_default&rank=2&query=disability+confident</p>	Disability declaration rate now at 4% in line with sector benchmark.
	Researchers are fairly recognised and rewarded as measured through an impact assessment and equal pay review.	Impact assessment of annual review process and a biennial equal pay report conducted with focus on research active staff to ensure pay parity.	Assessment Oct-19 Equal pay report 2021	HHRC	<p>Action from previous 2019-2021 action plan</p> <p>Impact assessment conducted in 2019. 2020 impact assessment will be completed by March 2021.</p> <p>Detailed equal pay report planned towards the end of 2021 (post annual pay review).</p>	<p>Findings being addressed through embedded teams ensuring a fair and robust annual review process.</p> <p>Future plan to develop reporting in order to provide data by job category improving awareness of impact on researchers specifically.</p>

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		Apply for and receive Athena SWAN bronze award under the new extended Athena SWAN criteria, to include all schools and professional service units (as applicable). (Old 6.10) EC14	Achievement of an institutional bronze award.	Apply by Apr-20, Result communicated in Oct-20	Dir HR HD&I	Action from previous 2019-2021 action plan Bronze award achieved September 2020, now working on 5 year action plan.	Local plans in place for each school and PSU to increase female representation across the University.
		Continue to engage with schemes focussing on equality, diversity and inclusion and remain members of relevant organisations (e.g. Advance HE, Women's Engineering Society, and Working Families) as a means to identify and embed good equality practice. Old 6.10)EC14	Commitment to engagement and ongoing membership.	Ongoing	Dir HR HD&I	Action from previous 2019-2021 action plan Commitment to being an inclusive employer demonstrated through ongoing membership with the aforementioned institutions in order to embed good practice.	Improved recruitment, development and retention of diverse talent.
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Develop University wide wellbeing strategy and action plan	Combined staff and student Wellbeing working group established. Strategy approved by university Executive and published on the intranet. Initial action plan developed. Increase % of staff reporting the University actively promotes the importance of good mental health and wellbeing (Qn. 40.4) from 75% in 2020 to 80% in 2021 in the CEDARS survey.	Strategy published Aug-20 with initial action plan in place	HRD, HHRC, HT&D, HD&I	New action Combined working group established and strategy published. Initial action plan developed and actions progressing accordingly.	Increased focus on staff and student wellbeing, enhanced provision and increase in engagement.
		Introduce staff Wellbeing Working Group to further develop and promote wellbeing action plan	Wellbeing working group established, reviewed action plan and communications plan in place.	Mar-21	HRD, HHRC, HT&D, HD&I	New action New staff wellbeing working group established and progressing.	Ongoing focus on the development of the university culture and wellbeing.
		Undertake a staff wellbeing survey to identify levels of wellbeing and what further support measures might be appropriate.	Staff wellbeing survey conducted and action taken as a result of feedback	Aug-20	HT&D	New action Wellbeing review conducted and feedback used as a basis for further support initiatives.	Additional wellbeing support made available to staff.
		Continue to promote 121 and group wellness sessions via OH provider	Sessions run and attendance levels high (review data from DATES system)	Ongoing	HHRC	New action 295 wellbeing sessions ran between 01.07.19 and 31.12.20 of which 94 delegates were under the Research/Academic job family.	
		Introduce Mental Health First Aider first aid training to better support staff and managers with concerns of poor mental health	15 additional frontline HR staff undertake Mental Health First Aid qualification.	Nov-20	HHRC	New action MHFA qualification completed and further work taking place regarding development of the scheme and the role of MH First Aider's.	Improved support available to support staff with mental health concerns.
		Review current training provision, to ensure that University management development programmes include the role of the manager in supporting wellbeing.	First Line Managers programme updated to include wellbeing. Review further mental health training for managers	FLM updated Dec-20 further review Mar-21	HT&D	New action Revised First Line Managers programme in place and being delivered remotely. Mental health training for managers currently under review by wellbeing working group (various options available).	Managers are more aware of the importance of wellbeing and their role in supporting the wellbeing of their staff.

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		Review bullying and harassment policy in light of UKRI requirements	Policy reviewed and updated as appropriate	Dec-20	HHRO	<p>New action</p> <p>Dignity at Work policy drafted for consultation.</p> <p>Improved mechanism put in place for recording and reporting informal and formal grievance and disciplinary cases to UKRI, ensuring that the university bid process contains a check point to ensure that no disciplinary or grievance action is pending against Principal Investigators.</p>	Improved transparency and awareness of informal and formal cases of bullying and harassment.
ECI4	Ensure that managers of researchers are effectively trained in relation to equality and diversity including, wellbeing and mental health	Review wellbeing and mental health training and development requirements for managers of researchers	Training/guidance, roll out plan and targets in place for engagement. Aim is that all people managers undertake wellbeing and mental health training.	Dec-21	HT&D, HD&I, HHRC	<p>New action</p> <p>Currently under review with wellbeing working group.</p>	
		Ensure continued engagement with diversity and inclusion training at Cranfield. (Old 6.1)	Completion rates of online diversity module are increased to 95% (currently 90%).	Apr-21	HD&I	<p>Action from previous 2019-2021 action plan</p> <p>Pause in mandatory online training put in place March - Dec 2020 due to the pandemic.</p> <p>Currently 89% completion/compliance of the Equality, Diversity and Inclusion module. During July 2019 - Dec 2020 modules were completed by 76 staff in the research/academic job family. Completion is required by all staff every 35 months.</p> <p>Currently 88% completion/compliance of the Diversity in Learning & Teaching module. During July 2019 - Dec 2020 modules were completed by 72 staff in the research/academic job family. Completion is required by all academic staff and those undertaking PGCAP every 36 months.</p>	
		Refresh and review current unconscious bias training provision at Cranfield, with a specific focus on members of recruitment panels. (Old 1.4, 6)	A revised programme of unconscious bias training in place and run 4 times per annum.	Oct-20	HD&I	<p>Action from previous 2019-2021 action plan</p> <p>Delayed due to departure of deliverer from the organisation, currently reviewing alternative options.</p>	
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Signatory of Research Integrity concordat 2020. Reviewed and revised policies.	% increase in staff stating the university promotes the highest standards of research integrity and conduct (Qn. 40.2) from 68% in 2020 to 75% in 2021 CEDARS survey.	Jun-21	Dir RIO	<p>New action</p>	

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		All research to have ethics approval	Supporting online ethics and integrity training refreshed and delivered; internal audit undertaken and action plan developed	Sep-21	Dir RIO	New action	
		Review and refresh Academic Misconduct Handbook to include more detail on Research Integrity and references the Research Integrity Policy	New Academic Misconduct Handbook published	Sep-21	Dir RIO	New action	
		Raise awareness of appropriate ethical practice and issues of research integrity and responsible innovation. (old 5.3)	At least 1 annual event to increase awareness of appropriate ethical practice.	Ongoing	Dir RIO	Action from previous 2019-2021 action plan	On line event now being planned; new, easier to navigate Intranet site being developed
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Participate in sector wide CEDARS survey, review and develop actions based on results.	CEDARS survey completed, feedback reviewed and actions incorporated into action plans	Dec-20	Dir RIO, HT&D	New action	Survey completed. Actions and measures incorporated into action plans.
		Undertake regular university wide pulse staff surveys, review and develop actions based on results.	Staff surveys undertaken 2 times per annum and actions based on feedback in place	Dec-20	HT&D	New action	Improved feedback, working environment and positive levels of staff engagement.
		Continue to invite staff into the wider discussion on research culture. This is to enhance understanding of staff and student involvement in research activities and events and how local practices can influence research culture significantly. This includes finding ways to identify and share best practice.	Research culture framework in place; new research strategy focusing on research culture	Nov-21	Research Committee	New action	
		Review how the use of exit information can be enhanced to produce richer data on research staff experience and turnover.(Old 3.1)	Exit information data for research staff reported twice a year to the Research Committee and actions related to emerging themes taken.	Apr-21	HT&D HPE SHR BP's HR BP's	Action from previous 2019-2021 action plan	Reason for leaving captured, date to be set for reporting to Research Committee.

Funders must:							
ECF1	Include requirements which promote equitable, inclusive and positive research cultures and environments, in relevant funding calls, terms and conditions, grant reporting and policies	n/a					
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	n/a					
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	n/a					
Managers of researchers must:							

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Undertake unconscious bias training	Completion rates	Dec-21	Researcher Managers	<p>New action</p> <p>60 delegates attended the unconscious bias training from Jan 2019 - Dec 2020. The last session ran in March 2019 and was attended by 5 delegates in the research/academic job family.</p> <p>Departure of deliverer from the university and the pandemic have impacted the availability of the training.</p>
		Undertake online diversity module	Completion rates of online diversity module are increased to 95% (currently 90%). Decrease in % of staff reporting that in the last 2 years they have felt personally discriminated against whilst at work (Qn. 39.1) from 17% in 2020 to 10% in 2021 CEDARS survey	<p>Oct-20 online module</p> <p>Dec-21 CEDARS survey</p>	Researcher Managers	<p>Action from previous 2019-2021 action plan.</p> <p>Pause in mandatory online training put in place March - Dec 2020 due to the pandemic.</p> <p>Currently 89% completion/compliance of the Equality, Diversity and Inclusion module. During July 2019 - Dec 2020 modules were completed by 76 staff in the research/academic job family. Completion is required by all staff every 35 months.</p> <p>Currently 88% completion/compliance of the Diversity in Learning & Teaching module. During July 2019 - Dec 2020 modules were completed by 72 staff in the research/academic job family. Completion is required by all academic staff and those undertaking PGCAP every 36 months.</p> <p>Success measures updated to incorporate CEDARS results</p>
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	Cases of research misconduct are brought to the attention of the university via appropriate mechanism and dealt with; academics are reminded of processes through re-launch of a refreshed intranet site	Cases remain below 0.25%	Dec-21	Researcher Managers	<p>New action</p>
		Managers are aware of the policies and their obligations according to each policy. Refresh of how policies are presented to make them easier to access	All policies presented in an easy-to find format on the Intranet and Internet and communicated via and internal briefing (In Brief)	Mar-21	HIC	<p>New action</p>
		Undertake research integrity training	80% uptake of research integrity training, roll out commencing January 2021.	Dec-21	Researcher Managers	<p>New action</p>
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	Engage with university wellbeing provision including training, guidance and information. Promote a supportive and healthy work environment and address concerns.	% staff stating the working environment supports their mental health and wellbeing (Qn 40.5) increased from 53.4% in 2020 to 60% in 2021 in CEDARS survey.	Dec-21	Researcher Managers	<p>New action</p>

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Engage fully in university flexible working initiatives, ensuring flexible working discussions take place at the appointment of new staff and embrace flexible working opportunities where requested. (Old 6.4, 6.5)	Increase in number of staff working flexibly. Review appropriate method of data monitoring.	Nov-20	Researcher Managers	Action from previous 2019-2021 action plan Due to pandemic, vast majority of staff are working flexibly and from home. Initiatives for the future e.g. 'new ways of working' to be considered as we move forward.
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Encourage staff to participate in consultation on the Research Strategy refresh; promote opportunities to participate on working groups and committees	20% staff participation in research strategy consultation (low target but realistic target)	Aug-21	Researcher Managers	New action
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	Engage with research mentorship/buddy scheme for new researchers and ensure all new starters have a mentor or buddy outside of their line management chain	80% of new research staff have a research mentor/buddy	Jul-21	Researchers	New action Whilst some researchers are being allocated a buddy on joining this is not consistently applied across the university and is an area to improve.
		Support PhD students by attending/contributing to Doctoral Network and Doctoral Community activities	Staff involvement in CDN and Doc Comm initiatives increased from 1% to 10%	Nov-21	Researchers	New action
		Sign up to the new scheme to offer internal peer review support to those applying for funding from UKRI	10% of researchers signed up to new internal peer review scheme	Jul-21	Researchers	New action
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Undertake required research ethics and integrity training and E, D&I training	80% of staff attend new integrity training *** target for ED&I ****	Sep-21	Researchers	New action
ECR3	Take positive action towards maintaining their wellbeing and mental health	Ensure they maintain a healthy work life balance and take annual leave entitlement. Ensure awareness of University wellbeing provision and engage with the resources where helpful. Speak to manager or HR if experiencing poor mental health.	Annual leave entitlement utilised. Staff engage with wellbeing provision. % of staff stating they take positive action to maintain their mental health and wellbeing (Qn 40.5) sustained at 81% CEDARS 2020.	Ongoing	Researchers	New action All staff are encouraged to take their annual leave entitlement and this is closely monitored by HR and line managers. 295 wellbeing sessions ran between 01.07.19 and 31.12.20 of which 94 delegates were in the Research/Academic job family.
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Cases of bullying and harassment are raised through the appropriate method and process progressed to resolution.	Cases remain below 0.25%	Ongoing	Researchers	New action
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Level of take up at research culture consultations in relation to the Research Strategy Refresh	20% staff participation in research strategy consultation	Aug-21	Researchers	New action

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)
Employment Institutions must:					

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Analyse data on ethnicity to help identify key issues in attracting and recruiting more culturally diverse staff. Develop an appropriate action plan to address these. (Old 6.2)	Action plan developed and reported to the HREiR working group. Increase in application rates achieved.	Apr-21	HD&I HHRC	<p>Action from previous 2019-2021 action plan</p> <p>Ethnicity data analysed quarterly together with data from all underrepresented groups. Annual diversity report published.</p> <p>Actions taken include incorporating disability confident criteria into recruitment processes.</p>
		Review routes to market and recruitment statistics to ensure we are advertising in the right places/mediums to reach the most talented and relevant researchers.(Old 1,2)	Researcher recruitment statistics reviewed. Increased numbers of applicants for research posts.	Dec-20	HPE	<p>Action from previous 2019-2021 action plan</p> <p>Now utilising online platforms and have expanded routes to market to include ResearchGate.</p>
		Encourage attraction of a diverse pool of candidates by supporting equal opportunities for research active staff with disabilities.(Old 1.2, 6)	All recruiting managers coached through shortlisting process by HR BP's to ensure commitments against initiatives such as disability confidence are upheld. At the end of 2018 3% of employees had declared a disability. Aim is to reach HEI sector benchmark of 4.5% by 2022 in accordance with the University D&I strategy.	Apr-20	HRes Snr BP's	<p>Action from previous 2019-2021 action plan</p> <p>HRBP's are now coaching hiring managers in relation to disability confident to ensure every candidate who declares a disability and meets the essential criteria is guaranteed an interview.</p>
		Flexible working is actively promoted prior to joining the organisation. Aim is to improve inclusivity, wellbeing and attraction, promoting the University as an employer of choice. (Old 1.,2)	90% of job adverts include a flexible working statement. Discussions about opportunities for flexible working are taking place at attraction and selection stage.	Dec-19	HRes Snr BP's Line Managers	<p>Action from previous 2019-2021 action plan</p> <p>99% of job adverts now include our flexible working statement.</p> <p>Improved reporting mechanism underway to improve data capture on flexible working arrangements.</p>
		Review current recruitment and selection training provision for recruiting managers to help ensure robust selection processes.(Old 1.2, 6.7)	Review of training undertaken and revised programme in place. 10% increase in academic/research staff participation level (22 attended to date).	Sep-20	HRes HT&D HT&D BP	<p>Action from previous 2019-2021 action plan</p> <p>Working party established specifically incorporating academic and research active staff, to review our working practices which is endorsed by the VC. Once this is complete we will redesign the training to ensure alignment with future and improved working practices.</p>

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		Foster an inclusive and diverse workforce by increasing the gender diversity of interview panels. (Old 6.7)	At least 90% of all recruitment panels to include at least one woman.	Apr-21	HRes HD&I	<p>Action from previous plan 2019-2021 action plan</p> <p>Reporting now improved to provide monitoring of gender diversity on recruitment panels. Campaign undertaken to encourage more women to volunteer to join interview panels.</p> <p>Sample data for School of Management indicates 95% of academic/research interviews included a woman on the panel.</p>	
		Incorporate commitment to disability, ethnicity and gender inclusion into Cranfield's process for the selection of recruitment agencies. (Old 6.7)	All recruitment agencies appointed to source research staff clear on diversity requirements and provide evidence of commitment to diversity in their selection pools and appointments. All non-diverse shortlists challenged.	Dec-20	HRes HD&I	<p>Action from previous 2019-2021 action plan</p> <p>ED&I is now one of the selection criteria for using recruitment agencies, who are expected to provide their track record as part of the procurement process. Once appointed ongoing reporting requirements are in place and deficiencies in applicant pool diversity challenged.</p>	
		Become a 'Disability Confident' employer Level 2 to demonstrate our commitment to supporting disabled staff. (Old 6.2)	Achieve 'Disability Confident' Level 2 status (Currently have Level 1 status).	Apr-21	Dir HR HD&I	<p>Action from previous 2019-2021 action plan</p> <p>Level 2 achieved and work underway to embed within the University.</p>	Increased declaration rates and support for disabled staff.
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Introduce training on the UK research environment and research support at Cranfield, with a specific focus on new starters from other countries and/or industry. (Old 3.6) (expand to include deliverables in next box)	Training developed and delivered at least annually. Member of RIO team meet with all new members of research staff.	Dec-21	Dir RIO	<p>Action from previous 2019-2021 action plan</p> <p>Due to pandemic, this training has moved on line. CT now runs CIC session for new researchers, new starter researcher handbook now in place; CT and relevant RIO staff now meet with all new research members of staff</p>	Increased number of staff accessing Research and Innovation Office support; all new staff aware of ethics and integrity responsibilities.
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	Guidance on routes to promotion to be more widely publicised to academic and research staff through the E bulletin 'In Brief Education and Research Update' and a specific session outlining this will be run and publicised. (Old 2.5)	Recent Researcher survey output stated only 52% of respondents found the promotions process clear and easy to follow. New target to increase positive responses to 70%. HRBPs also report an increase in staff awareness of promotion routes.	December 2019 (publish) July 2020 (session)	HPE	<p>Action from previous 2019-2021 action plan. Consider using CEDARS as a measure going forward.</p> <p>Guidance included in ebulletins/In brief. Information sessions ran during Career Development Week.</p>	

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		Review how the use of career aspiration and support data for researchers (made available through the new online PDR system) can be best utilised in the development of training and career pathways that meet the future needs of our researchers. (Old 2.6)	Career aspiration and support data reviewed at least annually and reported to the Research Committee for review and preparation of development action plans.	Dec 2019	HPE, HT&D	Action from previous 2019-2021 action plan. Consider using CEDARS as a measure going forward. Data available via the new online P&DR system. Plan to revisit this action to review most appropriate method of stakeholder engagement.	
		Improve the support available to staff returning from an extended period of leave (including return from maternity/paternity/ statutory paternity leave and adoption) and provide guidance to departments with regard to staff returning from career breaks.(Old 6.3, 6.4)	Improve the support available to staff returning from an extended period of leave (including return from maternity/paternity/ statutory paternity leave and adoption) and provide guidance to departments with regard to staff returning from career breaks.	Jul-20	HT&D HD&I SHR BP HR BP Line Managers	Action from previous 2019-2021 action plan Maternity and paternity budding scheme in place. Further initiatives to be addressed when relevant. Progress impacted by pandemic.	
		Promote work-life balance and family friendly policies and ensure policies are current and supportive. (Old 6.4)	Cranfield's Flexible working policy and Carer's Leave policy reviewed and updated. Wellbeing initiatives in place with appropriate engagement levels e.g. National Work-Life Balance Week, employee survey etc.	Nov-19 Flexible working Nov-20 Carers leave	HD&I HHRC	Action from previous 2019-2021 action plan Flexible working policy updated Sep 2019. Homeworking policy updated May 2020.	
		Promote and build management confidence around flexible working. (old 6.4)	Specific initiatives implemented amongst Senior Leaders and Managers to promote flexible working at Cranfield University.	Nov-20	HD&I	Action from previous 2019-2021 action plan Focussed activities at senior leadership meetings and drop in sessions arranged. Now integrated into local Athena Swan action plans. Majority of staff are now working from home due to the pandemic.	
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Refresh First Line Manager training programme and run several times per annum according to interest levels	Refreshed programme run and positive feedback from participants.	Dec-20	HT&D	New action	
		Continue to offer project management training in core learning and development provision.	Programme run and positive feedback from participants	Ongoing	HT&D	New action Currently seeking new provider able to offer virtual delivery.	
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	Annual appraisals completed for all eligible staff via P&DR process	95% of researchers from Levels 4 through to 8 have a PDR process, which includes a review of performance, training needs and career aspirations.	Apr-21	HR	Action from previous 2019-2021 action plan PDR completion in 2019 was 95% and 80% in 2020 due to the impact of the pandemic.	Ongoing commitment to the role of managers in the annual review process upheld despite challenging circumstances

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		Ensure all eligible staff groups are considered for senior promotion opportunities. (Old 2.5)	Snr BP's demonstrate they are proactively championing and challenging promotions process including Senior Academic Promotions Board (SAPB) to ensure bias free. Qualitative and quantitative feedback supports inclusion of all eligible staff in promotion process.	Jul-20	HPE Snr BP's	Action from previous 2019-2021 action plan Snr BP's proactively discuss staff development and ensure under represented groups have opportunities for career progression. Data monitoring of gender revealed the number of men and women being put forward for promotion was consistent and proportionate to the eligible pool.	Eligible staff groups have equal opportunity for senior promotion, ensuring diverse and key talent remain engaged and retained.
		Carry out a review of the effectiveness of the online PDR system on roll out across the University. (Old 2.3)	At least 75% of staff report finding the online system useful as part of the HREiR survey. Action plan reviewed taking into account feedback.	Jan-21	HPE	Action from previous 2019-2021 action plan New CEDARS survey adopted which did not provide for this measure. However anecdotal feedback has been very positive and the system is subject to ongoing improvements and is managed by a P&DR steering committee.	
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	Review our practices to ensure we are maximising opportunities to retain research staff at the end of contracts.	All research staff who wish to remain in the Institution are pro-actively supported with finding alternative opportunities. Additionally, where it is likely that a 'follow on' contract may arise that all avenues to 'bridge' the contract are explored.	Dec-19	HPE Snr BP's	Action from previous 2019-2021 action plan Staff who wish to remain in the institution are actively supported by the Principal Investigator to seek successive contracts. Funds to bridge contracts are made available where there is a strong possibility of further opportunities.	Improved retention and career prospects of research staff.
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	Undertake consultation with staff in the development of key policy and decision making	Increase % of staff stating they have opportunities to participate in decision-making processes e.g. committees (Qn. 13.3) from 50% in 2020 to 60% in 2021 CEDARS survey	Dec-21	TBC	New action	
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	n/a					
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	n/a					
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	n/a					
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	n/a					
Managers of researchers must:							

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Undertake all mandatory online training via CUTE	CUTE completion rates (obtain data from CUTE/Agresso reporting)	Ongoing	Researcher Managers	New action Pause in mandatory online training March - Dec 2020 due to the pandemic. 2511 modules were completed by research/academic staff July 2019 - Dec 2020.	
		New managers attend First Line Managers programme	Attendance data (obtain from DATES)	Ongoing	Researcher Managers	New action 4 new managers in the research/academic job family attended the First Line Managers Programme July 2019 - Dec 2020.	
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	New managers to attend Researcher induction programme and to read through Researcher handbook. New managers to attend first line managers programme.	Attendance at Researcher Induction programme. Feedback from embedded HR team that Managers are operating within the boundaries of employment legislation.	Ongoing	Researcher Managers	New action	
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	Engage with university D&I agenda training and guidance and ensure own approach to recruitment, promotion and reward is inclusive, equitable and transparent	Maintain 2020 CEDARS results which stated 96% of respondents agree their recruitment process was fair (Qn 18.1) and inclusive (Qn. 18.2), 83% agreed it was transparent (Qn 18.3).	Dec-19	Researcher Managers	New action	
EM4	Actively engage in regular constructive performance management with their researchers	Engage with P&DR process	95% of researchers from Levels 4 through to 8 to have engaged with the new online PDR process, which includes a review of the training needs and career aspirations.	Dec-19	Researcher Managers	Action from previous 2019-2021 action plan 95% PDR completion achieved in 2019. 80% PDR completion achieved in 2020, deadline for completion relaxed due to pandemic. Further work required to review 2020 PDR data for research staff specifically.	
		Performance management and career development discussions become embedded outside of the annual PDR process.(Old 2.3)	At least 85% of research staff have an interim PDR/career development discussion in addition to their annual PDR, as reported by surveys. According to the recent survey 77% (43 of 56 respondents) stated that they have interim PDRs.	Apr-21	Researcher Managers	Action from previous 2019-2021 action plan	
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Participate in CEDARS and staff pulse surveys	Increase in number of staff participating in CEDARS survey from 88 responses in 2020 to 100 in 2021	Dec-21	Researcher Managers	New action	
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	New researchers to attend researcher induction programme and to read through researcher handbook, familiarise self with contents of employee handbook and know how to access information on the university intranet.	Obtain benchmark via CEDARS survey 2021	Dec-21	Researchers	New action	
ER2	Understand their reporting obligations and responsibilities	Engage with induction process and ensure understanding	Obtain benchmark via CEDARS survey 2021	Dec-21	Researchers	New action	

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

ER3	Positively engage with performance management discussions and reviews with their managers	Positively engage with P&DR process by pre-completing forms, engaging in discussion and follow up commentary.	95% of researchers from Levels 4 through to 8 to have engaged with the new online PDR process.	Jan-21	Researchers	New action 95% PDR completion achieved in 2019. 80% PDR completion achieved in 2020, deadline for completion relaxed due to pandemic. Further work required to review 2020 PDR data for research staff specifically.
		Research staff to discuss and document long term research and career plans during their PDR process.(Old 5.6)	85% of research staff to have a career plan included in their PDR, as reported by the online PDR system and/or surveys. This will be a new baseline value for using the online PDR system which will be based on actual PDR responses rather than internal survey. In the 2019 survey 89% (58 of 65 respondents) reported having an annual PDR.	Jan-21	Researchers	Action from previous 2019-2021 action plan 95% PDR completion achieved in 2019. 80% PDR completion achieved in 2020, deadline for completion relaxed due to pandemic. Further work required to review 2020 PDR data for research staff specifically.
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Participate in opportunities to feedback via CEDARS and staff pulse surveys	Increase in CEDARS participation level from 88 completions in 2020 to 100 completions in 2021	Dec-21	Researchers	New action

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)
Professional and Career Development						
Institutions must:						
PCD11	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	Develop an action plan to implement the policy for 10 days minimum amongst researchers and identify how this will be measured	Policy and guidance in place. % increase in respondents stating they undertook 10 days or more training or CPD in last 12 months (Qn 34) from 16% in 2020 to 20% in 2021 CEDARS survey.	Jul-21	Research Committee	New action Consultation with Research Committee and HREiR working group has commenced, further work to do.
		Review current support available to researchers and line managers in developing medium/long term career plans.(Old 2.3)	Action plan and initiatives created to support the development of medium and longer term career plans in place, where gaps have been identified.	Sep-20	HT&D	Action from previous 2019-2021 action plan Review required to identify appropriate stakeholders and identify gaps beyond the current provision.
		Continue to review and refine the programme of skills training available to research staff in line with the researcher development strategy refresh (Old 3.3)	Review completed and reported to HREiR committee. Revised programme approved.	Mar-20	RIO	Action from previous 2019-2021 action plan Research Strategy refresh has been delayed slightly; researcher development will be reviewed in accordance with this timeframe. A new researcher development programme has been launched targeted at the new Research Fellows.
		Carry out a specific review of the recently piloted Post-Doctoral Training programme, which is being run in 2019 and ensure continued provision.(Old 3.3)	Review completed and reported to HREiR committee. Refreshed programme taking account of feedback	Mar-20	HT&D	Action from previous 2019-2021 action plan

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

	Review the provision of digital and on-line development initiatives particularly to benefit staff at the Shrivenham campus and those who have flexible working arrangements e.g. Working from home.(old 3.8)	Current provision explored, and an action plan created to increase the accessibility of training initiatives to staff not physically present on the Cranfield campus.	Ongoing	HT&D	Action from previous 2019-2021 action plan
	Carry out regular reviews of L&D provision against the training needs identified through the new PDR process.(Old 3.3)	Updated L&D provision in place based on training needs as appropriate.	Ongoing	HT&D SL&D BP's	Action from previous 2019-2021 action plan
	Improve awareness of development opportunities for research active staff.(Old 3.3)	Increase in staff stating they are aware of development opportunities. Recent research survey stated 78% (43) were aware and 22% (12) were not aware. Target to increase awareness to 90%.	Jul-20	Dir RIO HT&D SHR BP's HR BP's Line Managers	Action from previous 2019-2021 action plan
	Ensure consistency in provision of personal and career development for researchers across the university	95% of researchers from Levels 4 through to 8 to have engaged with the new online PDR process, which includes a review of the training needs and career aspirations.	Dec-19	SHL-PE	Action from previous 2019-2021 action plan 95% PDR completion achieved in 2019. 80% PDR completion achieved in 2020, deadline for completion relaxed due to pandemic. Further work required to review 2020 PDR data for research staff specifically.
		At least 2 external speakers invited to speak to Cranfield research staff each year.	Ongoing	DoR	Action from previous 2019-2021 action plan Many on line events have been held during the pandemic. One example is the plenary talks given by industry staff at the recent Doctoral Network and Defence and Security Doctoral Symposium, one of which was a Cranfield alumnus.
	Build upon the new mentoring programme and seek to embed it across the University. This is in addition to the existing mentorship scheme for new research staff, who are allocated a mentor upon joining the organisation. (Old 5.5)	At least 15 mentoring partnerships set up (currently 10).	Apr-21	HT&D SL&D BP	Action from previous 2019-2021 action plan
	Review the potential for implementing opportunities for protected time for researchers to focus on their research.(5.5)	Review carried out by each of the DoR and school reps and reported to the HREiR working group with proposed action plan	Apr-21	DoR School reps. SHL-PE	Action from previous 2019-2021 action plan Consideration of this has been delayed by the pandemic
	Support the creation of discipline based communities of practice (e.g. Chemistry network) to support pan-University collaboration and learning, in a thematic based institution.(Old 5.1)	At least 2 discipline based communities set up and holding events.	Nov-20	DoR School reps.	Action from previous 2019-2021 action plan On line events held by the Industrial Decarbonisation CoP and a Social Sciences CoP
	Support researcher-led initiatives for career development and support. (Old 5.1)	At least 2 researcher-led initiatives held annually e.g. Cranfield researcher symposium.	Apr-21	DoR School reps	Action from previous 2019-2021 action plan Delayed due to pandemic
	Explore Researcher's appetite for a programme to increase chartered status across the University. Cranfield already covers the costs of 1 professional body membership (including chartership) for all staff. (Old 5.6)	Researchers surveyed and depending on outcome an awareness programme developed.	Apr-21	DoR School reps. SHL-PE	Action from previous 2019-2021 action plan
	Review and engage researchers in participating in the opportunities for apprenticeship training for staff with research responsibilities.(Old 1.2)	At least 5 research and academic staff participating in training supported by the apprenticeship levy (currently 3).	Apr-21	HT&D SL&D BP	Action from previous 2019-2021 action plan

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

		Explore whether adopting the 'Academic Fellow' approach more widely would provide a clearer career path for early stage researchers aiming for an academic career path. (Old 2.4)	Obtain both qualitative and quantitative information from the current 'Academic Fellows' to understand whether this is perceived to be a positive career step and whether this approach positively impacts on the retention of researchers.	Dec-19	HPE	Action from previous 2019-2021 action plan Progress delayed due to pandemic.	
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Continue to offer PDR training and guidance for managers via L&D team. Support and encouragement provided by HR BP's and Snr HR BP's.	95% of researchers from Levels 4 through to 8 to have engaged with the new online PDR process, which includes a review of the training needs and career aspirations.	Dec-19	HT&D, Snr HR BP's, HR BP's	Action from previous 2019-2021 action plan Training and guidance in place with additional online resources signposted.	Managers skilled in ensuring meaningful career development reviews take place.
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Ensure clear signposting to Cranfield Working Life Hub and LinkedIn learning for online resources to support career management. Promote researcher development framework and fellowship development programme.	Mechanisms for feedback and review to be identified (e.g. participation rates or CEDARS 2021)	Dec-20	HT&D, Dir RIO	New action Signposting and promotion in place. Explore use of 2021 CEDARS survey to obtain feedback when released.	
		Organise an annual careers development event to bring focus to the importance of career development and the support available.(Old 5.5)	Careers development event organised each year with research staff aware and at least 50 researchers attending.	Apr-21	HT&D	Action from previous 2019-2021 action plan Career development event held in 2019 and 2020. Awaiting data on the number of research staff in attendance.	
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Introduce contribution models across all schools to ensure non-funded contribution is recognised	Contribution model implemented in all schools	TBC	TBC	New action	
		Review the potential for developing a new 'Cranfield Fellows' fellowship programme to support early career researchers in developing a leading researcher trajectory and support the retention of key staff. (Old 3.1)	'Cranfield Fellows' programme developed and business case presented to senior management.	Apr-20	Dir RIO	Action from previous 2019-2021 action plan 75th Anniversary Fellowship programme approved and launched and the first 3 fellows in post; a second round has been advertised. Appointment of up to 2 EPSRC funded PhD Prize Fellows also underway.	
		Recruitment of high quality researchers to Fellowships scheme to support a focus on more fundamental research activities. These will be advertised both internally and externally to enhance the vibrancy of the research community.(Old 3.1)	Fellowship pages on the Cranfield internet are refreshed, making any available opportunities clearer.	Jan-20	Dir RIO	Action from previous 2019-2021 action plan Information was refreshed on the intranet and internet to promote 75th Anniversary fellowships	
		Ensure mentors/supporters are available and supporting existing researchers/research active staff to help them in developing their skills and careers if needed. (Old 4.14)	90% satisfaction feedback on how having a mentor has helped with the individual's development.	April 2021	HT&D SL&D BP DoR DoT	Action from previous 2019-2021 action plan	
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	All researchers are encouraged to collaborate with industry and are given time to do so. This is supported through HEIF	% researchers applying for HEIF funding increased	Jul-21	Dir-RIO/ DoRs	New action Final HEIF call made in Jan 2021 - number of staff applying will be provided after awards have been made	
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Consider options, develop and implement/expand an effective monitoring system	Monitoring system in place	Dec-21	HT&D	New action	
Funders must:							

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

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	n/a					
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	n/a					
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	n/a					
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Engage with P&DR process	95% of researchers from Levels 4 through to 8 to have engaged with the new online PDR process, which includes a review of the training needs and career aspirations.	Dec-19	Researcher Managers	Action from previous 2019-2021 action plan 95% PDR completion achieved in 2019. 80% PDR completion achieved in 2020, deadline for completion relaxed due to pandemic. Further work required to review 2020 PDR data for research staff specifically.	
		Conduct performance management and career development discussions outside of the annual PDR process.(Old 2.3)	At least 85% of research staff have an interim PDR/career development discussion in addition to their annual PDR, as reported by surveys. According to the recent survey 77% (43 of 56 respondents) stated that they have interim PDRs.	Apr-21	Researcher Managers	Action from previous 2019-2021 action plan Question was not included in new CEDARS 2020. Plan to obtain this feedback via CEDARS 2021 survey.	
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	Improve awareness of professional development opportunities for research active staff. (Old 3.4)	Increase in staff stating they are aware of development opportunities. Recent research survey stated 78% (43) were aware and 22% (12) were not aware. Target to increase awareness to 90%.	Jul-20	Researcher Managers	Action from previous 2019-2021 action plan. CEDARS survey 2020 revealed 49% of research staff are aware of the support provided for their career and professional development (Qn 29.3). Further work required to address this.	
		Encourage involvement in mentoring programme (Old 4.14)	Increase in research mentoring partnerships from 10 to 15. 90% satisfaction feedback on how having a mentor has helped with the individual's development.	Apr-21	Researcher Managers	Action from previous 2019-2021 action plan Research mentoring partnerships increased to 19. Chartership added to mentoring platform to help researchers undertaking chartership locate a mentor who has completed the process.	
		Invite external speakers from a wide range of career paths and in particular to make use of alumni networks to highlight the range of career options that have been taken. (Old 5.5)	At least 2 external speakers invited to speak to Cranfield research staff each year.	Ongoing	Researcher Managers	Action from previous 2019-2021 action plan Many on line events have taken place e.g. International Water conference	
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	Encourage researchers to undertake minimum of 10 days pro rata per annum and support them to balance their work and make time for this.	Increase % of staff stating their manager encourages them to engage in personal and career development (Qn 29.1) from 72.3% in 2020 to 80% in 2021 CEDARS survey	Dec-21	Researcher Managers	New action	

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

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	Improve awareness of development opportunities for research active staff.(Old 3.9)	Increase in staff stating they are aware of development opportunities. Recent research survey stated 78% (43) were aware and 22% (12) were not aware. Target to increase awareness to 90%.	Jul-20	Researcher Managers	Action from previous 2019-2021 action plan. New benchmark: 49% of staff aware of the support the University provides for career and professional development (Qn. 29.3) in CEDARS 2020. Further action required.
		Encourage researchers to undertake training on the UK research environment and research support at Cranfield (Old 3.6)	Training attendance data reviewed.	Dec-21	Researcher Managers	Action from previous 2019-2021 action plan
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Reflect on leadership and management personal development requirements and participate in development opportunities	% Increase in respondents stating they have undertaken leadership development (Qn 27.6) from 58% in CEDARS survey 2020 to 60% in 2021.	Dec-21	Researcher Managers	New action
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	Proactively agree a personal development plan and seek development opportunities, actively undertaking a minimum of 10 days personal development per annum (pro rata).	Increase in % of staff undertaking a minimum of 10 days training and other cpd activities in the last 12 months (Qn. 34) from 16% in 2020 to 20% in 2021 CEDARS survey.	Dec-21	Researchers	New action
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	Proactively seek opportunities to explore and prepare for a range of employment options across different sectors	Increase in research mentoring partnerships from 10 in 2019 to 15. Increase % of staff stating their manager encourages them to consider a wide range of future career options beyond academia (Qn. 29.2) from 34% in 2020 to 40% in 2021 CEDARS survey.	Apr-21	Researchers	Action from 2019-2021 action plan Research mentoring partnerships increased to 19. Chartership added to mentoring platform to help researchers undertaking chartership locate a mentor who has completed the process. Success measures updated to incorporate CEDARS results.
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	Professional development and career goals discussed and recorded on PDR	Increase in % of staff with a clear development plan (Qn. 29.5) from 36% in 2020 to 50% in 2021 CEDARS survey.	Dec-21	Researchers	New action
PCDR4	Positively engage in career development reviews with their managers	Positively engage in career development reviews, identifying goals, exploring development needs and sharing ideas	Increase in % of staff with a clear development plan (Qn. 29.5) from 36% in 2020 to 50% in 2021 CEDARS survey.	Dec-21	Researchers	New action
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Proactively seek opportunities to present at international conferences.	Increase in number of papers at external conferences captured through academic profiles on CRIS/publication record	Nov-21	Researchers	New action CRIS profiles have been updated with all papers as part of REF exercise
		Proactively seek opportunities to contribute to university grand challenges, networks, communities or practice and activities with partners such as Midlands Innovation or the ARC Universities Group	Increase in number of staff recording leadership programmes in contribution model	Nov-21	Researchers	New action
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	Proactively seek opportunities to undertake KE, Policy, PE and commercialisation activities and bid for internal funding if appropriate, and/or external funding.	Increasing number of staff bidding for internal funding for IAA, HEIF, PE funding	Nov-21	Researchers	New action

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

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RESEARCH

Dir HR	Director of Human Resources
Dir RIO	Director of Research and Innovation Office
DoRs	Directors of Research (in Schools)
DDoRs	Deputy Directors of Research (in Schools)
DoTs	Director of Themes (in Schools)
HD&I	Head of Diversity and Inclusion
HHRC	Head of HR Compliance, Policy and Data
HHRO	Head of HR Operations
HIC	Head of Internal Comms
HPE	Head of Performance Excellence
HR	Human Resources
HR BP	HR Business Partner
HRE	Head of Research Excellence
HRes	Head of Resourcing
HT&D	Head of Talent and Development
L&D	Learning & Development
PDR	Performance and Development Review
RIO	Research & Innovation Office
SL&D BP	Senior L&D Business Partner
SHR BP	Senior HR Business Partner