HREiR Action plan 2021 - 2023

HR EXCELLENCE IN RESEARCH

Cranfield University

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 9th July 2021	Research staff	259	Contract type: 80 open ended, 154 fixed term and 25 temporary
		Postgraduate researchers		
		Research and teaching staff	335	
Institution obligations		Teaching-only staff	101	
Managers of researchers obligations		Technicians	128	
Researchers obligations		Clinicians		
		Professional support staff		
		Other (please provide numbers and details):		
		Other (please provide numbers and details):		

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed	Outcome/ result
Environment and Culture							
Institutions must:							
ECI1	Ensure that all relevant staff are aware of the Concordat.	Continue an awareness campaign to raise the profile of the Researcher Development Concordat and associated actions including presentations at School meetings, regular updates to intranet, promotion through new ECR Network.	Awareness of the Concordat (Qn. 42.1) increased from 62% in 2021 to 70% in 2023 CEDARS survey (total respondents). Awareness of the Concordat increased from 46% in 2021 to 70% in 2023 (researcher respondents).	Jun-23	HREiR Working Group HIC Dir RIO		
		An annual report on progress against the Concordat, will be presented to Council and published on our website.	Successful completion of Annual Review, progress will be noted and approved by Senior University Committees.	Dec-22	Dir RIO Dir HR HT&D HRE		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	ED&I policies to be reviewed to ensure they are in line with best practice and fully inclusive for all staff. Staff consultation will be included in the policy review and once approved, the policies will be clearly communicated to all staff through a variety of channels. Researchers are engaged in the consultation of new policies and practices through staff working groups and networks, which are consulted during policy reviews.	Policies updated and published on the staff Intranet and website. Policies also referred to during relevant training workshops and briefings. Monitoring reveals uptake of policy provision by researchers e.g. maternity, paternity, flexible working.	Dec-22	HED&I		
		Researchers are fairly recognised and rewarded through an inclusive, equitable and transparent approach to pay recommendations, measured via an impact assessment and equal pay review as well as a continued focus on the gender pay gap at Cranfield University.	Pay award proposals reviewed and challenged in terms of equality and diversity by pay award bodies. Performance related pay awards granted to researchers as appropriate. Data monitoring improved to include further insights for researchers pay proposals and outcomes; impact assessment of annual review process and a biennial equal pay report conducted.

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%. Data monitoring improved to include data for researchers specifically. | Jun-23 | HHRC HPE SHR BP | | |

		Progress the University Athena SWAN Bronze action plan (2020-2025).	Local level working groups in place to develop and deliver actions relevant to each School/PSU. Researchers represented on School working groups.	Mar-23	HED&I SHR BP HR BP		
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.	Continue to promote 121 and group wellness sessions via intranet, staff bulletins and HR Partners and set up workstream to address workload management.	Increase in researchers agreeing the institution actively promotes the importance of good mental health and wellbeing of staff from 68% in 2021 to 75% in 2023 CEDARS (Qn 41). Plan in place and actions being taken to address workload management for researchers. Researchers engaging with wellbeing provision bookable via DATES events system.	Jun-23	Dir HR HHRC HT&D HED&I HPE		
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 developed roll out plan and targets in place for engagement. Longer term aim for all managers of researchers to undertake wellbeing and mental health training.	Mar-23	HT&D HED&I HHRC		
		Refresh and review current EDI training provision at Cranfield, with a focus on topics such conscious decision making (working with our academics in the School of Management), Race Equality Training and broader EDI areas of disability, bullying & harassment and sexual misconduct.	Revised EDI programmes in place, covering a range of protected characteristics, and with a mix of face to face and online delivery. Researchers participating in provision. Completion rates of ED&I online diversity module increased to 95% for all staff groups including researchers (currently 90%).	Jan-23	HED&I		
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity.	Refresh of ethics and integrity training. External review of ethics, research integrity and research misconduct policies and procedures undertaken to ensure they are as clear and robust as possible.	Refreshed online ethics and integrity training launched via Canvas with uptake monitored and reported to Research Committee. External review completed and recommendations implemented via revision of policies/procedures.	Sep-21	Dir RIO RGM Ethics Committee Research Committee		
		Raise awareness of appropriate ethical practice and issues of research integrity and responsible innovation via annual events, intranet site and PVC R&I comms.	At least 1 annual event to increase awareness of appropriate ethical practice; regular communication from PVC R & I to staff and students rolled out; intranet site developed	Reviewed annually	Dir RIO RGM Eth Com		
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.	Increase researcher engagement in the CEDARS survey through an awareness campaign highlighting its role in Institutional action plans, including promotion through new ECR Network and appointing CEDARS champions within the HREiR Working Group. Review and develop actions based on CEDARS results.	CEDARS survey completed, feedback reviewed and actions incorporated into action plans. CEDARS responses increased from 106 responses in 2021 to 150 responses in 2023, with a minimum 20% response rate from researchers.	Jun-23	Dir RIO HRE HT&D		
		Increase researcher representation on the HREiR Working Group to ensure that FTC researcher views are better incorporated in action planning and tracking of outcomes.	Researcher representation from all Schools on the HREiR Working Group, with a minimum of 2 FTC researchers.	Jul-22	HRE HT&D Researchers HREiR Working Group		
		Invite staff into the wider discussion on research culture and to participate in consultation for the new Research Strategy. Conduct School-based focus groups to understand views of researchers and students on healthy research culture, to include representation of contract research community on each focus group.	Researcher participation in research strategy consultation events recorded and reviewed. New Research Strategy launched, with a focus on research culture. Research culture focus groups held with contract research staff representation from each School. Summary report and action plan produced.	Dec-21	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:							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Participate in race equality training, conscious decision making workshops.	Managers of researchers engaging with workshops and attendance data captured via DATES.	Jun-23	Researcher Managers HED&I		
		Undertake online ED&I modules and encourage their teams to participate in staff working groups and networks.	Completion rates of online diversity module are maintained at 95%. Decrease in % of researchers reporting that in the last 2 years they have felt personally discriminated against whilst at work (Qn. 39.1) from 12% in 2021 to 5% in 2023 CEDARS survey.	Jun-23	Researcher Managers HED&I HPE		
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct.	Academics are reminded of research misconduct processes through re-launch of a refreshed intranet site; student processes for research misconduct and academic misconduct are aligned to ensure that cases of research misconduct are brought to the attention of the university via appropriate mechanisms and dealt with by line managers.	Intranet site refreshed and relaunched. Aligned research misconduct processes approved by Research Committee and publicised.	Dec-22	Dir RIO RGM Research Committee Researcher Managers		
		Academics undertake refreshed online ethics and research integrity training, available via Canvas.	Uptake of online training by academic staff monitored and reported to Research Committee.	Dec-21	Researcher Managers RGM Research Committee		
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 by creating a safe space for researchers to discuss wellbeing and ensure any concerns raised receive prompt support.	Increase in researchers stating the working environment supports their mental health and wellbeing (Qn 40.5) from 60% in 2021 to 70% in 2023 CEDARS survey.	Jun-23	Researcher Managers HHRC HT&D HED&I HRE		
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/hybrid working initiatives, ensuring flexible/hybrid working discussions take place at the appointment of new staff and embrace flexible working opportunities where requested.	Initial baseline established to determine number of researchers working flexibly.	Mar-23	Researcher Managers HED&I SHR BP		
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 in working groups and committees.	20% participation of researchers in research strategy consultation events. Increased self-nominations from researchers to participate in committees and working groups.	Dec-21	Researcher Managers Dir RIO DoTs HRE HIC		
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 researchers have a research mentor/buddy allocated to support them on joining.	Jun-23	Researchers HPE		
		Support PhD students by attending/contributing to Doctoral Network and Doctoral Community activities.	Increase participation of researchers in Cranfield Doctoral Network and Doctoral Community initiatives, as measured by bookings on DATES.	Dec-21	Researchers Dir RIO DDoRs RGM HRE		

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.	95% of researchers to undertake online ED&I training, monitoring of uptake of new ethics and integrity training by researchers.	Sep-21	Researchers RGM HED&I		
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, HR or Mental Health First Aiders if experiencing poor mental health.	Annual leave entitlement utilised. Researchers engage with wellbeing provision. Researchers stating they take positive action to maintain their mental health and wellbeing (Qn 40.5) sustained at 88% between CEDARS 2021 and 2023.	Jun-23	Researchers HHRC HT&D HRE SHR BP		
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.	Engage with refreshed Dignity at Work Policy and process for reporting incidents of bullying, harassment and discrimination which will be promoted across the University through the intranet and e-bulletin, also through Dignity at Work advisors promoting awareness at school and department meetings.	Increase in researchers stating in CEDARS that they are familiar with mechanisms for reporting discrimination (Qn. 37.1.a) from 60% to in 2021 to 70% in 2023, bullying and harassment (Qn. 38.1.a) from 41% in 2021 to 50% 2023 and misconduct (Qn. 39.1.a) from 60% in 2021 to 70% in 2023.	Jun-23	Researchers HED&I HRE		
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Participate in opportunities to contribute to research strategy refresh and discuss opportunities to participate in funder policy groups as part of their P&DR process.	20% of researchers involved in research strategy consultation. Policy development opportunities discussed in P&DR.	Aug-21	Researchers Dir RIO HRE DDoRs HIC		

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility		
Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Analyse diversity data on researcher applicants through the recruitment cycle to help identify key issues in attracting and recruiting more diverse researchers. Develop appropriate action plan to address issues highlighted for each protected characteristic with input from staff networks.	Increase in application and appointment rates from diverse applicants applying for researcher roles.	Dec-23	HRES HED&I		
		Encourage attraction of a diverse pool of candidates by supporting equal opportunities for researchers with disabilities. Maintain our 'Disability Confident' Level 2 status to demonstrate our commitment to supporting disabled staff and develop a plan to work towards Level 3.	All recruiting managers coached through shortlisting process by HR BP's to ensure commitments against initiatives such as disability confidence are upheld. Disability declaration rate amongst researchers currently 2.2%. Our aim is to move towards the HEI sector benchmark of 4.5% by 2022 in accordance with the University ED&I strategy. Plan in place to achieve 'Disability Confident' Level 3 with the support of the Disability Working Group (which has representation from across the University).	Jun-23	HRES HED&I SHR BP HR BP		
		Review current recruitment and selection training provision for recruiting managers to help ensure robust selection processes. Foster an inclusive and diverse workforce by increasing the gender diversity of interview panels.	Review of training undertaken and revised programme in place. All recruitment panel members to engage with recruitment training. At least 90% of all recruitment panels to include at least one woman. Reporting in place to monitor gender diversity on recruitment panels for research vacancies specifically.	Mar-23	HRES HED&I HT&D SL&D BP		
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.						

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.	Continue to ensure understanding of promotion process and how researchers can develop their careers by running sessions specifically for researchers at Career Week. Introduce a 'special circumstances' category to promotion evaluation forms to ensure recognition of staff who may have personal circumstances that have impacted their work achievements e.g. a period of ill health, maternity leave or part-time working in order to 'level the playing field' for progression.	HRBP's report an increase in staff awareness of promotion routes amongst researchers. Establish baseline target that 70% of researchers agree the promotions pathways and processes are clear (Qn. 17) in CEDARS 2023. Special circumstances form embedded in promotion process.	Jun-23	HPE SHR BP HR BP HRE		
		Promote and build management confidence around hybrid/ flexible working to enable inclusive approaches to employment via additional support and guidance.	Support, guidance and development sessions publicised. Progress regarding hybrid working pilot monitored via researcher responses to pulse survey.	May-22	HT&D HED&I SHR BP HR BP		
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Promote existing opportunities for line management and project management training to researchers via the new ECR network	Uptake of training opportunities by researchers as measured via DATES bookings	Jun-23	HRE HT&D SL&D BP		
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Work closely within Schools supporting and coaching managers to ensure researchers are well managed and that people processes such as PDR are completed for all eligible staff.	Maintain percentage of eligible researchers that have a P&DR process, which includes a review of performance, training needs and career aspirations, at 95%	Dec-22	HPE SHR BP HR BP		
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 researchers at the end of contracts. Identify best mechanism to track progress in this area and establish a new baseline.	All researchers 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. Baseline value established to enable progress tracking.	Dec-22	HPE SHR BP HR BP		
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 (e.g. new Research Strategy).	Increase in researchers stating they have opportunities to participate in decision-making processes e.g. committees (Qn. 13.3) from 56% in 2021 to 60% in 2023 CEDARS survey. Relevant stakeholders identified and engaged via HREiR Working Group.	Jun-23	HREiR Working Group Dir RIO HIC		
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:							
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 obtained from CUTE/Agresso demonstrate module completions within required timescales.	May-2022	Researcher Managers HT&D		
		New managers attend First Line Managers programme.	Attendance data obtained from DATES demonstrates engagement from new managers of researchers.	Jan-2023	Researcher Managers HT&D SL&D BP		
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 and overall induction programmes and to read through researcher handbook.	Attendance at researcher induction programme.	May-23	Researcher Managers HRE HR BP		

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Engage with university ED&I training and guidance and ensure own approach to recruitment, promotion and reward is inclusive, equitable and transparent.	For CEDARS 2023 maintain 2021 CEDARS results which stated 82% of respondents agree their recruitment process was fair (Qn 18.1), 68% agreed it was inclusive (Qn. 18.2) and 75% agreed it was transparent (Qn 18.3).	Jun-23	Researcher Managers HED&I HRE		
EM4	Actively engage in regular constructive performance management with their researchers.	Fully engage with P&DR process discussing and recording individual feedback on researcher performance achievement against objectives.	95% of researchers from Levels 4 through to 8 to have engaged with the P&DR process and received performance feedback from their line manager.	Dec-21	Researcher Managers HPE HRE		
		Performance management and career development discussions become embedded outside of the annual P&DR process.	85% of researchers have a regular career development discussion according to CEDARS 2023.	Jun-23	Researcher Managers HPE HRE		
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Participate in CEDARS and staff pulse surveys.	Increase in total number of managers of researchers participating in CEDARS survey (Q22) from 72 in 2021 to 85 2023.	Jun-23	Researcher Managers HREIR Working Group		
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.	Increase level of researchers stating they found the institution level induction programme useful from 75% in 2021 to 80% in 2023 CEDARS survey.	Jun-23	Researchers Dir Rio HRE HRES		
ER2	Understand their reporting obligations and responsibilities	Engage with induction process and ensure understanding.	Increase in researchers stating they found departmental and local-level inductions useful from 83% in 2021 to 85% in 2023 CEDARS survey	Jun-23	Researchers HPE HRE		
ER3	Positively engage with performance management discussions and reviews with their managers.	Positively engage with P&DR process by reflecting on personal performance, engage in discussion during P&DR and work together with line manager to address areas for development.	95% of eligible researchers to have engaged with the P&DR process and received performance feedback from their line manager.	Dec-21	Researchers HPE		
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 researchers completing CEDARS survey from 25 in 2021 to 50 in CEDARS survey 2023. Job family added to staff pulse survey demographics in order to review responses from researchers specifically.	Jun-23	Researchers HREiR Working Group		

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility		
Professional and Career Development							
Institutions must:							
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Develop and promote guidance to encourage uptake of 10 days minimum development amongst researchers.	Commitment incorporated in institutional strategy documents. Guidance produced and circulated. Increase in researchers stating they undertook 10 days or more training or CPD in last 12 months (Qn 34) from 28% in 2021 to 35% in 2023 CEDARS survey.	Jun-23	Research Committee HREIR Working Group HT&D HRE		
		Improve awareness of development opportunities for researchers, for example promoting through intranet, regular bulletins and new ECR Network.	Increase in researchers stating they are aware of development opportunities according to CEDARS survey (Q.30.3.a) from 61% in 2021 to 70% in 2023	Jun-23	Dir RIO HRE HT&D HIC SHR BP HR BP Line Managers		

		Support researcher-led initiatives for development opportunities by enabling and supporting researchers to establish an ECR-led University Network and ECR seminar series.	ECR Network committee established and monthly seminar series in place.	July-22	Dir RIO HRE Researchers		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Ensure clear signposting and promotion of Cranfield Working Life Hub and LinkedIn learning for online resources to support career management. Incorporate session on research career pathways into Researcher Development Programme.	Signposting and promotion in place. Career development session run and researcher attendance monitored via DATES.	Jun-23	HT&D HRE SL&D BP Dir RIO		
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.	Dec-22	DoRs DoTs HR BP		
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-22	Dir RIO DoRs HRE		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews.	Monitor PDR records for researchers to ensure activities are taking place.	PDR records demonstrate engagement of researchers and their managers with professional development activities and researcher career development reviews.	Dec-22	HT&D HPE SHR BP HR BP		
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.	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.	Positively engage with P&DR process and conduct performance management and career development discussions.	An increase in researchers responding to CEDARS (Q.30) stating they have a regular formal career development review with managers / supervisors, from 61% in 2021 survey to 70% in 2023.	Dec-22	Researcher Managers HPE HRE		
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 managers awareness of the full range of professional development opportunities for researchers through promotion of relevant schemes and initiatives in bi-weekly funding bulletins, intranet and University e-bulletin. .	Minimum of 1 development initiative highlighted per month. Increase in managers of researchers stating that they are confident to actively support researchers in working towards their career aspirations (Q25.3.a) in CEDARS from 85% in 2021 to 90% in 2023.	Jun-23	Researcher Managers Dir RIO HRE		
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 a minimum of 10 days development pro rata per annum and support them to balance their work and make time for this.	Increase % of researchers stating their manager encourages them to engage in personal and career development (Qn 29.1) from 83% in 2021 to 90% in 2023 CEDARS survey	Jun-23	Researcher Managers HT&D HPE HRE SHR BP HR BP SL&D BP		
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 researchers. .	Increase in researchers stating they are aware of development opportunities according to CEDARS survey (Q.30.3.a) from 61% in 2021 to 70% in 2023	Jun-23	Researcher Managers HT&D Dir RIO HRE		

PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Discuss leadership and management training requirements with their line managers and record development needs in annual P&DR.	Researcher manager's P&DR records state leadership and management training and development needs.	Dec-21	Researcher Managers HT&D HPE SHR BP HR BP SL&D BP		
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 researchers undertaking a minimum of 10 days training and other cpd activities in the last 12 months (Qn. 34) from 28% in 2021 to 35% in CEDARS 2023	Jun-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP		
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.	Engage with Researcher Development Programme and mentoring schemes	Increase in researchers registering for development sessions via DATES and engaging with mentoring programme.	Mar-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP		
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 P&DR.	Increase in researchers with a clear development plan (Qn. 29.5) from 39% in 2021 survey to 50% in 2023 CEDARS survey.	Jun-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP		
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 researchers with a clear development plan (Qn. 29.5) from 39% in 2021 survey to 50% in 2023 CEDARS survey.	Jun-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP		
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.	Jun-22	Researchers Dir RIO HRE		
		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 and P&DRs. ECR-led University Network and ECR seminar series established.	Nov-22	Researchers Dir RIO HRE HT&D		
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 GCRF, HEIF, PE funding; increasing numbers of people on key governance committees.	Nov-22	Researchers Dir RIO HRE		

* 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.

KEY to abbreviations	
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)

HED&I	Head of Equality 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
P&DR	Performance and Development Review
RIO	Research & Innovation Office
SL&D BP	Senior L&D Business Partner
SHR BP	Senior HR Business Partner
RGM	Research Governance Manager