

HREiR Action plan 2021 - 2023



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	
		Postgraduate researchers		
		Research and teaching staff	335	
		Teaching-only staff	101	
		Technicians	128	
		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:							
ECH1	Ensure that all relevant staff are aware of the Concordat.	Organise an awareness campaign to raise the profile of the Researcher Development Concordat. New action	Awareness of the Concordat (Qn. 42.1) increased from 56% in 2020 to 70% in 2021 CEDARS survey.	Dec-21	HREiR Working Group	2021 CEDARS survey taking place May 2021 to June 2021. HT&D and Dir RIO attended School Executive meetings to raise profile of the Concordat and HREiR. Presentation and Infographic developed and Working Group members using these within their schools to raise profile of Concordat and HREiR.	
		An annual report on progress against the Concordat, will be presented to Council and published on our website. New action	Successful completion of Annual Review, progress will be noted and approved by Senior University Committees.	July 2022	Dir RIO, HT&D	First report published February 2021, next report due Summer 2022.	
		Track research staff awareness of the Researcher Development Concordat via CEDARS survey.	Number of staff stating they have no awareness of the Concordat reduced from 44% in 2020 survey (Qn 42.1.a).	Jul-23	HT&D Dir RIO HREiR working group	Survey results due July 2021 and 2023. We have received 110 respondents to the 2021 survey.	
		At Research Committee, review progress against action plan. Action from previous 2019-2021 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	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. Action from previous 2019-2021 action plan	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.	Ongoing	Dir RIO	Deputy Directors of Research now participate on the HREiR working group and support School representatives.	Awareness and development 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). Action from previous 2019-2021 action plan	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.	Jun-23	HPE	Role descriptor updated to include specific responsibilities.	Director's of Research have improved clarity and focus in relation to their researcher development responsibilities.

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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. New action	Policies updated and published on the staff Intranet and website. Policies also referred to during relevant training workshops and briefings.	Dec-22	HED&I	All policies were updated and included on website for REF submission; we will fully review them again.	Improved awareness and understanding of the Universities ED&I policies.
		Researchers are fairly recognised and rewarded through an inclusive, equitable and transparent approach to pay recommendations. Action from previous 2019-2021 action plan	Pay award proposals reviewed are challenged in terms of equality and diversity by pay award bodies. Performance related pay awards granted to research staff as appropriate.	Ongoing	Snr HR BP's	Addressed through university wide pay award process requiring transparent criteria to be met, reviewed and challenged. 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.	Fair and equitable reward process in place. This is additionally independently monitored through the EIA Annual Review.
		Ensure a continued focus on the gender pay gap at Cranfield University. (Old 6.10) Action from previous 2019-2021 action plan	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%.	Ongoing	Dir HR HED&I HHRC	Initiatives ongoing as published in the 2019 gender pay gap report. https://www.cranfield.ac.uk/about/governance-and-policies/policies-and-regulations/gender-pay-gap-report	2019 gender pay gap 23.4% and we hope with the current initiatives this will further reduce by the next reporting period. The 2020 gender pay gap shows a further reduction at both the median and mean pay gaps, 2.7% and 0.8% respectively. The interventions we have already put in place continue to impact on these figures and it is envisaged that with the ongoing focus and initiatives we have been working on during the past year, the gap will further reduce when we report on our 2021 figures (it must be remembered that with Gender Pay Gap reporting, we are always reviewing a year in retrospect).
		Develop staff networks (beyond gender.e.g. race, disability) to include a diverse range of staff from different roles and levels to help progress the ED&I agenda and create greater inclusion.	A range of staff networks in place with associated working groups and action plans.	Dec-21 (networks set up)	HED&I	New Black, Asian and Minority Ethnic staff network established. https://www.cranfield.ac.uk/about/working-at-cranfield/diversity	Increased score in staff survey around staff believing the University is committed to ED&I.
		Researchers are fairly recognised and rewarded as measured through an impact assessment and equal pay review. Action from previous 2019-2021 action plan	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-21 Equal pay report end 2021	HHRC/HED&I	Impact assessment conducted annually after each pay review. Detailed equal pay report planned towards the end of 2021 (post annual pay review).	Preliminary findings have been communicated and are being addressed through embedded teams to ensure a fair and robust annual review process. Future plan to develop reporting in order to provide data by job category improving awareness of impact on researchers specifically.

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		Progress the University Athena SWAN Bronze action plan (2020-2025).	Local action plans in place to deliver actions relevant to each School/PSU.	Ongoing	HED&/HRBPs	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, Stonewall, Women's Engineering Society, Business Disability Forum and Working Families) as a means to identify and embed good equality practice. Old 6.10) EC14. Action from previous 2019-2021 action plan	Commitment to engagement and ongoing membership.	Ongoing	Dir HR HED&I	Commitment to being an inclusive employer demonstrated through ongoing membership with the relevant organisations (e.g. Advance HE, Women's Engineering Society, Working Families and Stonewall) in order to embed good practice. 2 female academics named in top 50 female Engineers and 2 highly commended in top 100.	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.	Deliver University wide wellbeing strategy and action plan. New action	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.	Ongoing	HRD, HHRC, HT&D, HED&I		
		Survey staff wellbeing and identify what further support measures might be appropriate. New action	Wellbeing questions incorporated into staff survey strategy and action taken as a result of feedback.	Dec-21	HT&D		
		Continue to promote 121 and group wellness sessions via OH provider. New action	Sessions run and attendance levels high (review data from DATES system).	Ongoing	HHRC	84 wellbeing sessions, including 121s and workshops were run between 01-07-19 and 31-05-21 of which 202 delegates were from research/academic job family. A Time Out Thursday wellbeing was run, offering different sessions throughout the day on wellbeing topics and 448 delegates attended from the research/academic job family.	
		Keep abreast of changes in relation to bullying & harassment and ensure these are fed into the Dignity at Work Policy. Maintain the network of Dignity at Work advisors to ensure they have the appropriate support and development. New action		Ongoing	HED&I		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. New action	Training/guidance, roll out plan and targets in place for engagement. Aim is that all people managers undertake wellbeing and mental health training.	Jun-22	HT&D, HED&I, HHRC		
		Review our suite of ED&I Training to include more bespoke modules on race, disability, bullying & harassment. This will include developing more face-to-face workshops and interventions.	Completion rates of generic ED&I online diversity module increased to 95% (currently 90%). A range of ED&I programmes in place - to include face to face workshops.	Jun-22	HED&I		A range of training in place with high engagement levels, which are also embedded into other Cranfield L&D programmes.

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		Refresh and review current unconscious bias training provision at Cranfield, to focus on 'conscious decision making' (working with our academics in the School of Management).	A revised programme of conscious decision making workshops in place and run 3 times per annum.	Oct-21 (pilot)	HED&I		
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. New action	% 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.	Sep-21 and Ongoing	Dir RIO	New research integrity e-learning module for academic and research staff and students launched June 2021 accessible via Canvas. New research integrity e-learning module for academic and research staff and students due to be launched for the new academic year accessible via Canvas. Currently working with Education and Research Committee to mandate training and assessment for all students and will be seeking support to mandate training for all research active staff as well.	CEDARS result available from July 2021; training modules fully implemented and made mandatory.
		All research has ethics approval in line with agreed policy and new Concordat. New action	Supporting online ethics and integrity training refreshed and delivered; internal audit undertaken and action plan developed.	Sep-21	Dir RIO	Ethics and integrity training developed, internal audit undertaken and action plan in place. All research students who registered after January 2016 are now required to provide evidence of ethical approval with their thesis submission in order to progress. Working with Education Services to adopt a similar process for taught students.	Audit action plan delivered, all research has ethical approval.
		Raise awareness of appropriate ethical practice and issues of research integrity and responsible innovation. Action from previous 2019-2021 action plan	At least 1 annual event to increase awareness of appropriate ethical practice; mandatory training introduced; regular communication from PVC R & I to staff and students rolled out; intranet site developed	Ongoing	Dir RIO	All new research students now have an Introduction to Ethics and Introduction to Plagiarisms session as part of their induction programme. They are also asked to complete the online ethics and integrity assessment and eRAP (Referencing and Plagiarism) module and pass the online assessment.	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. New action	CEDARS survey completed, feedback reviewed and actions incorporated into action plans.	Ongoing	Dir RIO, HT&D		
		Invite staff into the wider discussion on research culture and to participate in consultation for the new Research Strategy. New action	Research culture framework in place; new research strategy focusing on research culture, improved research culture score in PRES from 49% (3.3) in 2021.	Dec-21	Research Committee	REF submission review is addressing research culture and will be reported on in July 2021. Remaining priority on hold pending appointment of senior posts and delivery of new Research Strategy. PRES action plan developed.	
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					

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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.	Undertake conscious decision making training.	Satisfactory completion rates.	Jun-23	Researcher Managers		
		Undertake generic online ED&I module and encourage their teams to participate in staff working groups and networks.	Completion rates of online diversity module are increased to 95%. 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.	Jun-23	Researcher Managers	<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 by line managers; academics are reminded of processes through re-launch of a refreshed intranet site; student processes for research misconduct and academic misconduct are aligned. New action	Cases remain below 0.25%	Dec-21	Researcher Managers	Academic Misconduct Handbook due to be issued for the new academic year 21/22 and will be promoted alongside the new integrity training module.	Cases remain low at June 2021, with only 1 case this academic year.
		Undertake research integrity training. New action	80% uptake of research integrity training, roll out commencing January 2021; move to mandatory training for all staff and students.	Dec-21	Researcher Managers	Roll out now planned for new academic year, on line assessment pass rate will be monitored as well as engagement levels.	

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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. New action	% 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	2021 CEDARS survey taking place May 2021 to June 2021. HT&D and Dir RIO attended School Executive meetings to raise profile of the Concordat and HREiR. Presentation and Infographic developed, Working Group members using these within their schools.	CEDAR result available July 2021 onwards.
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) Action from previous 2019-2021 action plan	Increase in number of staff working flexibly. Review appropriate method of data monitoring.	Jun-23	Researcher Managers	Due to pandemic, vast majority of staff are working flexibly and from home. Initiatives for the future e.g. 'new ways of working framework' to be piloted from September 2021.	
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; promote opportunities to sit on Strategic Advisory Bodies of funding agencies. New action	20% staff participation in research strategy consultation (target based on past participation levels - aim to increase this); 3 Cranfield representatives on funding agency bodies (realistic given size of organisation and PG specialist).	Dec-21	Researcher Managers	New senior staff appointments will take this forward in the new academic year.	
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. New action	80% of new research staff have a research mentor/buddy.	Jun-23	Researchers	Whilst some researchers are being allocated a buddy on joining this is not consistently applied across the university and is an area to improve. All Appointment Instructions for new Researchers to have 'mentor/buddy allocated and inserted into offer.	
		Support PhD students by attending/contributing to Doctoral Network and Doctoral Community activities. New action	Staff involvement in CDN and Doc Comm initiatives increased from 1% to 10%.	Dec-21	Researchers	CDN Annual conference held. Two 3MT for all PhD students , with finalists shortlisted for entry to the Vitae National 3MT competition. Resilience Grand Challenge workshop involved 19 students COP26 Image Competition plus a number of thematic lead doctoral community initiatives. Trajectory towards target - currently 5% of staff submitted to REF.	CDN - 121 registered (21 staff, 100 students). December 2020 - 87 registered (27 staff, 60 students). March 21 - 74 registered (17 staff, 57 students). 25 registered (2 staff, 23 students). 15 entries received.
		Contribute to internal peer review requests to support those applying for funding from UKRI. New action	10% of researchers on peer review list to provide internal peer review.	Jul-21	Researchers	Internal peer review process has begun in all schools.	49 academics are registered as peer reviewers - 13% of staff submitted to REF.

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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. New action	80% of staff attend new integrity training; all staff involved in REF attend ED&I training.	Sep-21	Researchers	Staff are regularly made aware via e-bulletins and adhoc emails of the requirement for ethical approval. An updated ethics and integrity intranet site was published in early 2021 to support staff. Where staff are awarded funding for studentships they are made aware as part of the offer of the T&C of the funder. REF code of practice is signed up to by all staff involved in assessment.	Completion and assessment pass rates for the new integrity training module will be monitored following launch in the new academic year with the expectation of moving it to mandatory.
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. New action	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	All staff are encouraged to take their annual leave entitlement and this is closely monitored by HR and line managers. 84 wellbeing sessions, including 121s and workshops were run between 01-07-19 and 31-05-21 of which 202 delegates were from research/academic job family. A Time Out Thursday wellbeing was run, offering different sessions throughout the day on wellbeing topics and 448 delegates attended from the research/academic job family. Within the schools weekly virtual coffee breaks have been taking place with colleagues. Staff have benefitted from the working from home arrangements to enable them to work more effectively to ensure they maintain a good worklife balance.	CEDARS survey results are due in July 2021.
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. New action	Cases remain below 0.25%.	Ongoing	Researchers	Only 1 accusation of research misconduct this academic year.	
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Discuss opportunities to become involved in research strategy refresh and funder policy groups as part of their P&DR process. New action	20% staff participation in research strategy consultation; policy development opportunities discussed in P&DR.	Aug-21	Researchers		

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	
Employment							
Institutions must:							
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Analyse diversity data on applicants to help identify key issues in attracting and recruiting more diverse staff. Develop an appropriate action plan to address these.	Increase in application and success rates from diverse applicants.	Oct-21	HED&I HHRC		

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	<p>Encourage attraction of a diverse pool of candidates by supporting equal opportunities for research active staff with disabilities. (Old 1.2, 6).</p> <p>Action from previous 2019-2021 action plan</p>	<p>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.</p>	Dec-22	HRes Snr BP's	<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>
	<p>Review current recruitment and selection training provision for recruiting managers to help ensure robust selection processes. (Old 1.2, 6.7).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Review of training undertaken and revised programme in place. 10% increase in academic/research staff participation level (22 attended to date).</p>	Jun-23	HRes HT&D HT&D BP	<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> <p>The working party has been put on hold pending the commencement of our new Vice Chancellor. The intent is to consider more values based recruitment and selection practices to enable a more inclusive selection process leading to the appointment of a more diverse field of candidates to address underrepresentation of women and ethnic minority groups in academic posts.</p>
	<p>Foster an inclusive and diverse workforce by increasing the gender diversity of interview panels. (Old 6.7).</p> <p>Action from previous plan 2019-2021 action plan</p>	<p>At least 90% of all recruitment panels to include at least one woman.</p>	Ongoing	HRes HED&I	<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>
	<p>Incorporate commitment to disability, ethnicity and gender inclusion into Cranfield's process for the selection of recruitment agencies. (Old 6.7).</p> <p>Action from previous 2019-2021 action plan</p>	<p>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.</p>	Ongoing	HRes HED&I	<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>
	<p>Maintain our 'Disability Confident' Level 2 status to demonstrate our commitment to supporting disabled staff and working towards Level 3.</p>		Ongoing	HED&I	<p>Level 2 achieved and work underway to embed within the University.</p> <p>Increased declaration rates and support for disabled staff.</p>

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EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	<p>Introduce induction training on the UK research environment and research support at Cranfield.</p> <p>Action from previous 2019-2021 action plan</p>	Training programme developed and delivered at least annually. 80% of all new research staff meet with the D-RIO and/or at least one member of the RIO team for an induction discussion within three months of them starting.	Dec-21	Dir RIO	<p>Due to pandemic, this training has moved on line. Dir of RIO now runs CIC session for new researchers, new starter researcher handbook now in place; Dir of RIO and relevant RIO staff now meet with all new research members of staff.</p> <p>Increased number of staff accessing Research and Innovation Office support; all new staff aware of ethics and integrity responsibilities.</p>	
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.	<p>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).</p> <p>Action from previous 2019-2021 action plan.</p>	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.	Ongoing	HPE	<p>Consider using CEDARS as a measure going forward.</p> <p>Guidance included in ebulletins/In brief. Information sessions ran during Career Development Week.</p>	
		<p>Review how the use of career aspiration and support data for researchers (made available through the P&DR system) can be best utilised in the development of training and career pathways that meet the future needs of our researchers. (Old 2.6).</p> <p>Action from previous 2019-2021 action plan.</p>	Career aspiration and support data reviewed at least annually and reported to the Research Committee for review and preparation of development action plans.	Jun-23	HPE, HT&D	<p>Consider using CEDARS as a measure going forward.</p> <p>Data available via the P&DR system. Plan to revisit this action to review most appropriate method of stakeholder engagement.</p>	
		<p>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).</p> <p>Action from previous 2019-2021 action plan</p>	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.	Dec-21	HT&D HED&I SHR BP HR BP Line Managers	Maternity and paternity buddying scheme in place. Further initiatives to be addressed in next academic year, in line with Athena SWAN action plans.	
		<p>Promote work-life balance and family friendly policies and ensure policies are current and supportive. (Old 6.4).</p> <p>Action from previous 2019-2021 action plan</p>	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.	Dec-22	HED&I HHRC		
		<p>Promote and build management confidence around hybrid/ flexible working to enable inclusive approaches to employment.</p> <p>New Action</p>	Focussed activities at senior leadership meetings and drop in sessions arranged. Integrated into local Athena Swan action plans. Hybrid working pilot due to start September 2021.	Apr-22	DIR HR&D, HT&D, HED&I		
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	<p>Refresh First Line Manager training programme and run several times per annum according to interest levels.</p> <p>New action</p>	Refreshed programme run and positive feedback from participants.	Ongoing	HT&D	<p>Between Oct 2020 and July 2021, 3 cohorts of a refreshed First Line Manager programme delivered virtually with 42 participants with positive feedback of which 19 were from the Academic/Research job family.</p> <p>A virtual Project Management course is scheduled to be run on 22 & 23 June with 12 participants booked.</p>	

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		Continue to offer project management training in core learning and development provision. New action	Programme run and positive feedback from participants.	Ongoing	HT&D	Currently seeking new provider able to offer virtual delivery. A virtual Project Management course is scheduled to be run on 22 & 23 June with 12 participants booked.	
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.	Annual appraisals completed for all eligible staff via P&DR process. Action from previous 2019-2021 action plan	95% of researchers from Levels 4 through to 8 have a P&DR process, which includes a review of performance, training needs and career aspirations.	Ongoing	HR	P&DR completion in 2019 was 95% with a small decrease to 93% in 2020, pandemic related. 2021 P&DR cycle was opened June 2021 for completion by Sept 2021.	The very high levels of staff participation in the P&DR process demonstrate this is an effective and valued activity.
		Ensure all eligible staff groups are considered for senior promotion opportunities. (Old 2.5). Action from previous 2019-2021 action plan	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.	Ongoing	HPE Snr BP's	Snr BP's proactively identify under-represented groups and discuss & encourage 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.
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. Action from previous 2019-2021 action plan	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.	Ongoing	HPE Snr BP's	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. New action	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	CEDARS results due July 2021. Relevant stakeholders to be identified.	
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					

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HR EXCELLENCE IN RESEARCH

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. New action	CUTE completion rates (obtain data from CUTE/Agresso reporting).	Ongoing	Researcher Managers	Pause in mandatory online training March - Dec 2020 due to the pandemic. The majority of managers have completed the mandatory CUTE training modules within the required timescales. Reports are produced to monitor completion and non-completions are escalated.
		New managers attend First Line Managers programme. New action	Attendance data (obtain from DATES).	Ongoing	Researcher Managers	17 new managers in the research/academic job family attended the First Line Managers Programme July 2019 - June 2021.
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. New action	Attendance at researcher induction programme. Feedback from embedded HR team that Managers are operating within the boundaries of employment legislation.	Ongoing	Researcher Managers	Dir of RIO now runs CIC session for new researchers, new starter researcher handbook now in place; Dir of RIO and relevant RIO staff now meet with all new research members of staff. Increased number of staff accessing Research and Innovation Office support.
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. New action	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).	Ongoing	Researcher Managers	CEDARS results due July 2021.
EM4	Actively engage in regular constructive performance management with their researchers.	Engage with P&DR process & ensure performance management and career development discussions are part of every day language and discussions.	95% of researchers from Levels 4 through to 8 to have engaged with the P&DR process. At least 85% of research staff have interim career development discussions in addition to their annual P&DR as reported by surveys. According to the recent survey 77% (43 of 56 respondents) stated that they have interim P&DRs.	Dec-21	Researcher Managers	95% P&DR completion achieved in 2019. 93% P&DR completion achieved in 2020. P&DR data has been reviewed and comments fed back for positive action. CEDARS results due July 2021. 2021 P&DR cycle was opened June 2021 for completion by Sept 2021.
		Performance management and career development discussions become embedded outside of the annual P&DR process. (Old 2.3). Action from previous 2019-2021 action plan	At least 85% of research staff have an interim P&DR/career development discussion in addition to their annual P&DR, as reported by surveys. According to the recent survey 77% (43 of 56 respondents) stated that they have interim P&DRs.	Jun-23	Researcher Managers	CEDARS results due July 2021.
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Participate in CEDARS and staff pulse surveys. New action	Increase in number of staff participating in CEDARS survey from 88 responses in 2020 to 100 in 2021.	Dec-21	Researcher Managers	CEDARS results due July 2021.

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HR EXCELLENCE IN RESEARCH

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. New action	Obtain benchmark via CEDARS survey 2021	Dec-21	Researchers	Dir of RIO now runs CIC session for new researchers, new starter researcher handbook now in place; Dir of RIO and relevant RIO staff now meet with all new research members of staff. Increased number of staff accessing Research and Innovation Office support; all new staff aware of codes of practice, insitutional policies and conditions of grant funding. CEDARS results due July 2021.

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ER2	Understand their reporting obligations and responsibilities.	Engage with induction process and ensure understanding. New action	Obtain benchmark via CEDARS survey 2021.	Dec-21	Researchers	CEDARS results due July 2021.
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. New action	95% of researchers from Levels 4 through to 8 to have engaged with the new online P&DR process.	Dec-21	Researchers	95% P&DR completion achieved in 2019. 80% P&DR completion achieved in 2020, deadline for completion relaxed due to pandemic. Further work required to review 2020 P&DR data for research staff specifically. 2021 P&DR cycle was opened June 2021 for completion by Sept 2021.
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. New action	Increase in CEDARS participation level from 88 completions in 2020 to 100 completions in 2021.	Dec-21	Researchers	CEDARS results due July 2021.

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)
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 an action plan to implement the policy for 10 days minimum amongst researchers and identify how this will be measured. New action	Action plan 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.	Dec-21	Research Committee	Consultation with Research Committee and HREiR working group taking place. Presentations to all School Exec teams underway regarding Concordat obligations including the 10 days of CPD per annum. Infographic in development which explains HREiR and Concordat obligations.
		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). Action from previous 2019-2021 action plan Establish a new Researcher Development Working Group, as a sub-committee of Research Committee to raise the profile of researcher development and develop a new strategy with associated delivery plan.	Review completed and reported to HREiR committee. Revised programme approved. New Researcher Development Committee in place with wide representation	Jun-23	RIO	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 75th Anniversary Research Fellows.
		Improve awareness of development opportunities for research active staff. (Old 3.3). Action from previous 2019-2021 action plan	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%.	Jun-22	Dir RIO HT&D SHR BP's HR BP's Line Managers	CEDARS results due July 2021.

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HR EXCELLENCE IN RESEARCH

	Provide development opportunities by enabling and supporting academics to host international conferences at Cranfield; encourage and support academic staff to invite external speakers on research topics. Action from previous 2019-2021 action plan	At least one international conference delivered every 2 years; At least 2 external speakers invited to speak to Cranfield research staff each year.	Ongoing	DoR	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. TES conference run online in 2020 with industry speakers	
	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) Action from previous 2019-2021 action plan	At least 20 mentoring partnerships set up.	Ongoing	HT&D SL&D BP	18 active mentoring partnerships set up with staff in the academic/research job families and 5 provisional partnerships in the process of being confirmed	
	Review the potential for implementing opportunities for protected time for researchers to focus on their research. (Old 5.5). Action from previous 2019-2021 action plan	Review carried out by each of the DoR and school reps and reported to the HREiR working group with proposed action plan.	Dec-21	DoR School reps. SHL-PE	Consideration of this has been delayed by the pandemic.	
	Develop an appropriate mechanism to enable researchers to record time spent on development activities and the nature of the activity. New Action	New mechanism to capture and time record development activities in place.	Dec-21	DoR School reps. SHL-PE	Working group being established to consider mechanisms.	
	Support the creation of discipline based Communities of Practice (deleted Chemistry - Social Sciences network) to support pan-University collaboration and learning, in a thematic based institution. (Old 5.1). Action from previous 2019-2021 action plan	At least 2 discipline based communities set up and holding events.	Ongoing	DoR School reps.	On line events held by the Industrial Decarbonisation CoP with 26 members, meeting every 2 months, Social Sciences CoP, with 14 members with at least 6 more interested and Artificial Intelligence CoP, with 42 members meeting 6 weekly.	
	Support researcher-led initiatives for career development and support. (Old 5.1). Action from previous 2019-2021 action plan	At least 2 researcher-led initiatives held annually e.g. Cranfield researcher symposium.	Jun-22	DoR School reps	Delayed due to pandemic. SATM - several feedback sessions held across School on research experiences during pandemic to share lessons learnt, challenges and best practices.	
	Explore researchers 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). Action from previous 2019-2021 action plan	Researchers surveyed and depending on outcome an awareness programme developed.	Apr-22	DoR School reps. SHL-PE	Delayed due to pandemic.	
	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). Action from previous 2019-2021 action plan	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.	Jun-23	HPE	Progress delayed due to pandemic.	
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers. Action from previous 2019-2021 action plan	Continue to offer P&DR training and guidance for managers via L&D team. Support and encouragement provided by HR BP's and Snr HR BP's. Action from previous 2019-2021 action plan	95% of researchers from Levels 4 through to 8 to have engaged with the new online P&DR process, which includes a review of the training needs and career aspirations.	Ongoing	HT&D, Snr HR BP's, HR BP's	Training and guidance in place with additional online resources signposted.

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HR EXCELLENCE IN RESEARCH

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. New action	Mechanisms for feedback and review to be identified (e.g. participation rates or CEDARS 2021).	Jul-22	HT&D, Dir RIO	Signposting and promotion in place. A programme for further researcher development will be developed over the next year. Explore use of 2022 CEDARS survey to obtain feedback when released.	
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. New action	Contribution model implemented in all schools.	Jun-23	TBC	Work on this has begun but full implementation will be pursued under the newly appointed Vice-Chancellor in August 2021.	
		Develop and build on the 75th Anniversary fellowship development programme to be available to all Cranfield Fellows.	'Cranfield Fellows' programme developed and business case presented to senior management.	Aug-22	Dir RIO	75th Anniversary Fellowship programme approved and launched and the first 3 fellows in post; a further Fellow has been appointed from the second round. Appointment of 2 EPSRC funded PhD Prize Fellows now in post. https://www.cranfield.ac.uk/press/news-2021/cranfields-75th-anniversary-research-fellowship-open-to-new-applications	
		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). Action from previous 2019-2021 action plan	90% satisfaction feedback on how having a mentor has helped with the individual's development.	Jun-23	HT&D SL&D BP DoR DoT	Some partnerships have been affected by the pandemic and were unable to start or continue. Where they have progressed 100% of feedback has been positive and mentees have found the mentoring partnership beneficial.	
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. New action	% researchers applying for HEIF funding increased.	Jul-21	Dir-RIO/ DoRs	Final HEIF call made in Jan 2021 - 2019/2020 58 individuals applied to HEIF. 2020/21 81 individuals applied to HEIF. A 39.7% increase in the year.	
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. New action	Monitoring system in place.	Jun-22	HT&D	Impacted by pandemic.	
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					

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HR EXCELLENCE IN RESEARCH

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. Action from previous 2019-2021 action plan	95% of researchers from Levels 4 through to 8 to have engaged with the new online P&DR process, which includes a review of the training needs and career aspirations.	Ongoing	Researcher Managers	95% P&DR completion achieved in 2019. 93% P&DR completion achieved in 2020. P&DR data has been reviewed and comments fed back for positive action. 2021 P&DR cycle was opened June 2021 for completion by Sept 2021.	
		Conduct performance management and career development discussions outside of the annual P&DR process. (Old 2.3). Action from previous 2019-2021 action plan	At least 85% of research staff have an interim P&DR/career development discussion in addition to their annual P&DR, as reported by surveys. According to the previous survey 77% (43 of 56 respondents) stated that they have interim P&DRs.	Jun-22	Researcher Managers	CEDARS results due July 2021.	
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). Action from previous 2019-2021 action plan.	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%.	Jun-22	Researcher Managers	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. CEDARS results due in July 2021.	
		Encourage involvement in mentoring programme (Old 4.14) Action from previous 2019-2021 action plan	Increase in research mentoring partnerships to 20. 90% satisfaction feedback on how having a mentor has helped with the individual's development.	Jun-23	Researcher Managers	18 active mentoring partnerships set up with staff in the academic/research job families and 5 provisional partnerships in the process of being confirmed. Some partnerships have been affected by the pandemic and were unable to start or continue Where they have progressed 100% of feedback has been positive and mentees have found the mentoring partnership beneficial. Chartership added to mentoring platform to help researchers undertaking chartership locate a mentor who has completed the process.	
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. New action	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	CEDARS results due July 2021	
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). Action from previous 2019-2021 action plan.	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%.	Dec-21	Researcher Managers	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. CEDARS results due July 2021.	

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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. New action	% 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	CEDARS results due July 2021.	
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). New action	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 and rising thereafter.	Jun-23	Researchers	CEDARS results due July 2021.	
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. Action from 2019-2021 action plan	Increase in research mentoring partnerships to 20. 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.	Jun-23	Researchers	18 active mentoring partnerships set up with staff in the academic/research job families and 5 provisional partnerships in the process of being confirmed. 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. CEDARS results due in July 2021.	
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. New action	Increase in % of staff with a clear development plan (Qn. 29.5) from 36% in 2020 to 50% in 2021 CEDARS survey.	Jun-23	Researchers	CEDARS results due July 2021.	
PCDR4	Positively engage in career development reviews with their managers.	Positively engage in career development reviews, identifying goals, exploring development needs and sharing ideas. New action	Increase in % of staff with a clear development plan (Qn. 29.5) from 36% in 2020 to 50% in 2021 CEDARS survey.	Jun-23	Researchers	CEDARS results due July 2021.	
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills.	Proactively seek opportunities to present at international conferences. New action	Increase in number of papers at external conferences captured through academic profiles on CRIS/publication record.	Nov-21	Researchers	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. New action	Increase in number of staff recording leadership programmes in contribution model.	Nov-21	Researchers	Contribution model not yet complete however 129 staff involved in grand challenges and 82 staff involved in communities of practice, with several meetings held and plans to hold future meetings every 6 - 8 weeks.	

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HR EXCELLENCE IN RESEARCH

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. New action	Increasing number of staff bidding for internal funding for IAA, HEIF, PE funding; increasing numbers of people on key governance committees.	Nov-21	Researchers	9 members of staff applied to the public engagement call, which was the first call. 2019/2020 58 individuals applied to HEIF. 2020/21 81 individuals applied to HEIF. A 39.7% increase in the year. Funding rounds 1-3 58 individuals applied for IAA. Funding rounds 4-6 63 individuals applied for IAA; New Committee established for Public Engagement.	
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* 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