

HREiR Action plan 2019 - 2021



HR EXCELLENCE IN RE

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	231	
		Postgraduate researchers		
		Research and teaching staff	345	
		Teaching-only staff	96	
		Technicians	127	
		Clinicians		
		Professional support staff		
		Other (please provide numbers and details):		
		Other (please provide numbers and details):		

- Institution obligations
- Managers of researchers obligations
- Researchers obligations

Obligation	Action	success measure (SMART)	Deadline	Responsibility	Progress update (to be Complete for submission)	Outcome/ result	
Environment and Culture							
Institutions must:							
EC11	Ensure that all relevant staff are aware of the Concordat.	Organise an awareness campaign to raise the profile of the Researcher Development Concordat. New action	Awareness of the Concordat (Qn. 42.1) increased from 56% in 2020 to 70% in 2021 CEDARS survey.	Jun-21	HREiR Working Group	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. Knowledge of the Concordat for all surveyed staff increased from 56% in 2020 survey to 62% in 2021. However, for research only staff, awareness decreased from 54% in 2020 to 46% in 2021 but numbers of research only respondents are small and include staff turnover between surveys. We expect to see awareness increase in subsequent surveys as the information cascades via senior managers.	Ongoing, carried forward
		Review University Concordat information on intranet. New action	Intranet pages reviewed and updated.	Mar-21	HT&D	Intranet review complete and pages updated with the latest information and links to further information via the Vitae website encouraging greater awareness.	Complete, no further action
		Continue to review and reflect on our effectiveness relating to HREiR and the Concordat principles. (Old 7). Action from previous 2019-2021 action plan	Evidence gained via the Researcher questionnaire (CEDARS) as part of our internal review for HREiR.	Jul-20 Jun-21	HT&D Dir RIO	This is now embedded and includes feedback from Researchers and Researcher Managers obtained by participating in the newly launched CEDARS sector-wide survey and via the HREiR Working Group. Progress is reviewed at HREiR Working Group Meetings and Research Committee Meetings. Research committee have reviewed high level summaries of the data. Full consideration of the detailed analysis has been discussed by the HREiR Working Group and has informed the basis for the 2021-23 action plan.	Complete, no further action
		Continue membership of Vitae, participate in network events and for the HT&D to apply for opportunity to become an external reviewer. Action from previous 2019-2021 action plan	Membership funding supported by the University at renewal. HT&D application progressed at appropriate stage.	Aug-19 and Aug-2021	HT&D	This is now embedded and Vitae membership renewed annually. Virtual networking events have been attended. Appropriate stage for HT&D to apply to become an external reviewer not yet reached due to other priorities and timing of invitation. Awareness and engagement with the initiative is in place and improving.	Incomplete, no further action

	<p>In order to review the impact of changes implemented and continue to determine specific support required, a questionnaire will be sent to Researchers biennially. (Old 7).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Questionnaires issued and at least 25% response rate achieved, rising from 17.5%.</p>	Apr-21	HT&D Dir RIO HREiR working group	<p>Ceased short internal questionnaire in favour of new more extensive sector wide CEDARS survey which is now embedded and ran during Summer of 2020 and Spring 2021.</p> <p>Note that the survey has been live during an exceptional period at the University where many staff were furloughed or focussed on the university response to the pandemic.</p> <p>2020 survey completions increased from 65 to 88. The response rate decreased to 13% due to a 71% growth in the survey population (previous survey was targeted at primary Researchers and Professors only, whereas the recent survey also included academic staff). Adopting the new survey has improved our ability to measure the impact of changes and determine specific support requirements.</p> <p>2021 survey completions increased from 88 to 106 and the response rate stayed at 13% despite a significant increase in the survey population (from 633 in 2020 to 815 in 2021), due to technical staff being invited to participate too..</p> <p>For research only staff the response rate was 10% in 2020 (n=22, from a population of 211 staff) and 9% in 2020 (n=25) but the research only survey population increased to 269.</p> <p>Action has been incorporated into improving CEDARS response rates in the forward looking action plan.</p>	Complete, no further action
	<p>At each meeting of the Research Committee, review progress against action plan.</p> <p>Action from previous 2019-2021 action plan</p>	<p>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.</p>	Jun-21	Dir RIO	<p>This is now embedded. 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.</p> <p>Ongoing focus on the development of the university research culture by appropriate stakeholders.</p>	Complete, no further action
	<p>Invite Deputy DoR's to participate in the HREiR working group.</p> <p>Action from previous 2019-2021 action plan</p>	<p>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.</p>	Dec-19	Dir RIO	<p>Deputy Directors of Research now participate on the HREiR working group and support school representatives.</p> <p>Awareness and activities increasing with the potential to develop this further.</p>	Complete, no further action
	<p>DoR role descriptor to include specific responsibilities relating to the development of researchers. (Old 7.1)</p> <p>Action from previous 2019-2021 action plan</p>	<p>Amend the role descriptions and re-issue to DoR with emphasised focus on this element of their role.</p> <p>The research survey to show a positive correlation in re-focus of DoR activities and researcher satisfaction.</p>	Dec-19 April-21	HPE	<p>Role descriptor updated to include specific responsibilities.</p> <p>Director's of Research have improved clarity and focus in relation to their researcher development responsibilities.</p>	Complete, no further action
	<p>Review the HREiR action plan and update in light of the updated Concordat. (Old 7).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Updated action plan in light of updated Concordat.</p>	Apr-20	Dir RIO HT&D	<p>HREiR action plan reviewed, gap analysis undertaken and plan updated to align with new Concordat. New actions added and format updated to improve clarity significantly in advance of 6 year review (due July 2021).</p> <p>Improved and up to date plan in place to assist with progression of actions.</p>	Complete, no further action
	<p>Improve availability and quality of data helpful to HREiR progress monitoring. (Old 7).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Data generation, monitoring, collation and storage improved and integrated into HREiR action plan with SMART targets.</p>	Jul-21	All	<p>Existing data sources under review and new data source in place (CEDARS, DATES).</p> <p>Plans for improved data collation and storage in place for HREiR working group.</p> <p>Improved accuracy and efficiency in progress monitoring, resulting in more targeted action planning and initiatives.</p>	Complete, no further action

EC12	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	<p>Relevant policies and practices are in place, well communicated and embedded in culture.</p> <p>New action</p>	<p>Increase in % of researchers reporting staff are treated fairly irrespective of any protected characteristics (Qn. 36.5) from 69% in 2020 to 75% in 2021 in the CEDARS survey. Increase in % of researchers reporting the University is committed to equality and diversity (Qn 40.3) from 84% in 2020 to 90% in 2021 in the CEDARS survey.</p>	Jun-21	HED&I	<p>Disability policy revised Sep 2020.</p> <p>Level 2 disability confident achieved in Dec 2020, working towards embedding the standard.</p> <p>Q36.5 little change in respondents reporting that staff were treated equitably from 69% in 2020 to 68% in 2021. For Research only staff this decreased from 73% in 2020 to 68% in 2021 (N=25).</p> <p>Q40.3. There was a decrease in total respondents staff reporting that the university is committed to EDI from 84% in 2020 to 79% in 2021; for research only staff minor increase from 86% in 2020 to 88% in 2021.</p> <p>We will continue to track this via CEDARS and Pulse surveys in the new action plan to ensure that new and updated policies become embedded in culture. However, this action and the corresponding measures have been incorporated into more targets actions on specific ED&I policies/processes in the forward-looking plan.</p>	Ongoing, carried forward
		<p>Staff involved in the management of REF supported to adopt an inclusive, equitable and transparent approach.</p> <p>New action</p>	<p>Training delivered to relevant staff by Head of Diversity and Inclusion and Head of Research Excellence.</p>	Dec-20	HED&I,HRE	<p>Decisions are made objectively and equitably.</p> <p>Training provided to all staff involved in REF decision making including the University Executive.</p> <p>Individual Circumstances Panel set up to ensure staff able to apply for reduction in research outputs if they had individual circumstances that affected their ability to research productively. Equality Impact Assessment carried throughout the REF process.</p>	Complete, no further action
		<p>University values and behaviours (launch August 2019) to be embedded within actions of researchers and line managers improving focus on positive behaviours and successful outcomes. Values embedded in employee lifecycle.</p> <p>New action</p>	<p>Output from staff pulse surveys confirm awareness of values and that values are being lived day to day.</p>	Jul-21	HT&D	<p>Values embedded throughout employee lifecycle and feature in attraction, performance, development and reward policies and procedures.</p> <p>Latest survey results reveal an upward trend in positive behaviours since launch, with 15% of staff reporting our values are rarely or never lived in 2020, compared to 21% in 2019.</p> <p>Nov 2020 pulse survey respondents stated our values are lived all of the time (7%), most of the time (36%), some of the time (42%), rarely (13%) and never (2%). These are institution level responses, data not currently captured by job family.</p> <p>Nov 2019 pulse survey results stated our values are lived all of the time (6%), most of the time (29%), some of the time (45%), rarely (17%) and never (4%). These are institution level responses, data not currently captured by job family.</p>	Complete, no further action
		<p>Researchers are fairly recognised and rewarded through an inclusive, equitable and transparent approach to pay recommendations.</p> <p>Action from previous 2019-2021 action plan</p>	<p>Pay award proposals reviewed and challenged in terms of equality and diversity by pay award bodies. Performance related pay awards granted to research staff as appropriate.</p>	Oct-20	SHR BP	<p>A fair and equitable reward process is in place, addressed through the university wide pay award process requiring transparent criteria to be met, reviewed and challenged.</p> <p>Discussions include reviewing the individual performance and eligibility of all staff to ensure equal consideration and fairness. Guidelines are in place to ensure pay award parity amongst staff e.g. % increments.</p>	Ongoing, carried forward

	<p>Ensure a continued focus on the gender pay gap at Cranfield University. (Old 6.10).</p> <p>Action from previous 2019-2021 action plan</p>	<p>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%.</p>	<p>Apr-21</p>	<p>Dir HR HED&I HHRC</p>	<p>Initiatives ongoing as published in the 2019 gender pay gap report.</p> <p>https://www.cranfield.ac.uk/about/governance-and-policies/policies-and-regulations/gender-pay-gap-report</p> <p>2019 gender pay gap has reduced to 23.4% at institution level with initiatives planned to reduce this by the next review.</p> <p>The 2020 gender pay gap shows a further reduction at both the median and mean pay gaps, 2.7% and 0.8% institutionally. A deeper analysis into the 2020 data for researchers specifically has revealed a median of 4.21% and mean of 1.93%. 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, which will include the data for researchers specifically from hereon (it must be remembered that with Gender Pay Gap reporting, we are always reviewing a year in retrospect).</p>	<p>Ongoing, carried forward</p>
	<p>Improve disability declaration rates and support for disability at Cranfield. (Old 6.2).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Initiative defined and delivered to encourage and support disclosure of disability. Currently at 3% ambition to reach 4.5% by July 2022.</p>	<p>Apr-21</p>	<p>HED&I</p>	<p>Disability policy revised Sep 2020.</p> <p>Level 2 disability confident achieved in Dec 2020, working towards embedding the standard.</p> <p><u>Equality, diversity and inclusion at Cranfield</u></p> <p>Institutional disability declaration rate now at 4% in line with sector benchmark. A deeper analysis into data for researchers has revealed a declaration rate of 2.2% at June 2021.</p> <p>This will continue to be tracked outside of the HREiR action plan to enable greater focus on actions more clearly aligned with the new Concordat.</p>	<p>Complete, no further action</p>
	<p>Researchers are fairly recognised and rewarded as measured through an impact assessment and equal pay review.</p> <p>Action from previous 2019-2021 action plan</p>	<p>Impact assessment of annual review process and a biennial equal pay report conducted with focus on research active staff to ensure pay parity.</p>	<p>Oct-19 Jul-2021</p>	<p>HHRC</p>	<p>Impact assessment conducted in 2019 and 2020 looking at gender, age, part-time, fixed term and ethnicity at institutional level.</p> <p>Detailed equal pay report delayed and now planned for mid 2022.</p> <p>Preliminary findings have been communicated and are being addressed through embedded teams to ensure a fair and robust annual review process. Further analysis is required at researcher level. However, high levels results reveal that in the 2020 pay review 6% of researchers received an additional discretionary pay award, over and above their scale point salary increase and cost of living pay increase. Future plan to develop reporting in order to provide more detailed data by job category, improving awareness of impact on researchers specifically.</p>	<p>Ongoing, carried forward</p>
	<p>Apply for and receive Athena SWAN bronze award under the new extended Athena SWAN criteria, to include all schools and professional service units (as applicable). (Old 6.10) EC14.</p> <p>Action from previous 2019-2021 action plan</p>	<p>Achievement of an institutional bronze award.</p>	<p>Oct-20</p>	<p>Dir HR HED&I</p>	<p>Bronze award achieved September 2020, now working on 5 year action plan.</p> <p>Local plans in place for each school and PSU to increase female representation across the University.</p>	<p>Complete, no further action</p>

		Continue to engage with schemes focussing on equality, diversity and inclusion and remain members of relevant organisations (e.g. Advance HE, Women's Engineering Society and Working Families) as a means to identify and embed good equality practice. Old 6.10) EC14. Action from previous 2019-2021 action plan	Commitment to engagement and ongoing membership evidenced through updates to quarterly dashboards and annual EDI Monitoring report.	Quarterly	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.	Ongoing, carried forward
EC13	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Develop University wide wellbeing strategy and action plan. New action	Combined staff and student Wellbeing working group established. Strategy approved by university Executive and published on the intranet. Initial action plan developed. Increase % of staff reporting the University actively promotes the importance of good mental health and wellbeing (Qn. 40.4) from 75% in 2020 to 80% in 2021 in the CEDARS survey.	Aug-20	HRD,HHRC,HT&D ,HED&I	Combined working group established and strategy published. Initial action plan developed and actions progressing accordingly. Increased focus on staff and student wellbeing, enhanced provision and increase in engagement. Decrease in total CEDARS respondents reporting promotion of wellbeing from 75% to 71% in 2020-2021 and from 77% to 68% from research only staff. We recognise that restrictions imposed due to the global pandemic have adversely affected mental health and wellbeing and have significantly increased support available to staff in this area. Wellbeing generally will be an important agenda for us to carry forward.	Complete, no further action
		Introduce staff Wellbeing Working Group to further develop and promote wellbeing action plan. New action	Wellbeing working group established, reviewed action plan and communications plan in place.	Mar-21	HRD,HHRC,HT&D ,HED&I	Ongoing focus on the development of the university culture and wellbeing. New staff wellbeing working group established and progressing. Examples of progress include Time Out Thursday event and introduction of Mental Health First Aiders.	Complete, no further action
		Undertake a staff wellbeing survey to identify levels of wellbeing and what further support measures might be appropriate. New action	Staff wellbeing survey conducted and action taken as a result of feedback.	Aug-20	HT&D	Wellbeing review conducted and feedback used as a basis for further institutional wide support initiatives. Additional wellbeing support made available to all staff. Data captured at institution level.	Complete, no further action
		Continue to promote 121 and group wellness sessions via OH provider. New action	Sessions run and attendance levels high (review data from DATES system). Regular promotion throughout the full reporting period as an when new initiatives are made available.	Jun-21	HHRC	A significant number of wellbeing sessions were made available to staff and these were well attended. Deeper analysis revealed that the research community including research only staff are engaging with the provision. 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 deeper analysis of the data revealed that 37 of the 84 wellbeing sessions were attended by researchers specifically, this equated to 57 delegate places being filled by researchers. A Time Out Thursday wellbeing event was run, offering different sessions throughout the day on various wellbeing topics. 448 delegates attended from the Research/Academic job family.	Ongoing, carried forward
		Introduce Mental Health First Aider first aid training to better support staff and managers with concerns of poor mental health. New action	15 additional frontline HR staff undertake Mental Health First Aid qualification.	Nov-20	HHRC	Improved support available to support staff with mental health concerns. MHFA qualification Complete and further work taking place regarding development of the scheme and the role of MH First Aider's.	Complete, no further action

		Review current training provision, to ensure that University management development programmes include the role of the manager in supporting wellbeing. New action	First Line Managers programme updated to include wellbeing. Review further mental health training for managers.	Dec-20	HT&D	Managers are more aware of the importance of wellbeing and their role in supporting the wellbeing of their staff. Updated First Line Managers programme in place and being delivered remotely. Mental health training for managers currently under review by wellbeing working group (various options available). This will feature under EC14 going forward.	Complete, no further action
		Review bullying and harassment policy in light of UKRI requirements. New action	Policy reviewed and updated as appropriate.	Dec-20	HHRO	Improved transparency and awareness of informal and formal cases of bullying and harassment. Dignity at Work policy reviewed. Improved mechanism put in place for recording and reporting informal and formal grievance and disciplinary cases to UKRI, ensuring that the university bid process contains a check point to ensure that no disciplinary or grievance action is pending against Principal Investigators.	Complete, no further action
EC14	Ensure that managers of researchers are effectively trained in relation to equality and diversity including, wellbeing and mental health.	Ensure continued engagement with diversity and inclusion training at Cranfield. (Old 6.1). Action from previous 2019-2021 action plan	Completion rates of online diversity module are increased to 95% (currently 90%).	Apr-21	HED&I	Equality, Diversity and Inclusion module completion increased to 95% across the institution as planned. Diversity in Learning and Teaching module remained at 90%. Overall very positive results considering the pause in mandatory training as a result of the pandemic. Further work is planned in support of our ED&I agenda. Pause in mandatory online training put in place March - Dec 2020 due to the pandemic. Currently 95% completion/compliance of the Equality, Diversity and Inclusion module across the institution. Completion is required by all staff every 35 months. Further analysis revealed 85 researchers Complete the module during the 2019-2021 reporting period. Currently 90% completion/compliance of the Diversity in Learning & Teaching module across the institution. Completion is required by all academic staff and those undertaking PGCAP every 36 months. Further analysis revealed 34 researchers Complete the module during the 2019-2021 reporting period. New suite of ED&I online modules are in place and promoted across the University and are pre-requisite's to various L&D workshops.	Ongoing, carried forward
		Refresh and review current unconscious bias training provision at Cranfield, with a specific focus on members of recruitment panels. (Old 1.4, 6). Action from previous 2019-2021 action plan	A revised programme of unconscious bias training in place and run 4 times per annum.	Oct-20	HED&I	Delayed due to departure of deliverer from the organisation, currently reviewing alternative options, but workshops planned with new academic from end of 2021.	Incomplete, carried forward
EC15	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.	Jun-21	DirRIO	Success measure met: increase to 75% of all respondents in 2021 and for Research only staff positive respondent rates increased from 73% in 2020 to 76% in 2021. New research integrity e-learning module for academic and research staff and students launched June 2021 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.	Complete, no further action
		Review and refresh Academic Misconduct Handbook to include more detail on Research Integrity and references the Research Integrity Policy. New action	New Academic Misconduct Handbook published.	May-21	Dir RIO	Academic Misconduct Handbook updated and approved at Research Committee 25.05.2021 enabling the revised version to be published for the new academic year 21/22.	Complete, no further action

		Raise awareness of appropriate ethical practice and issues of research integrity and responsible innovation. (Old 5.3). Action from previous 2019-2021 action plan	At least 1 annual event to increase awareness of appropriate ethical practice, with regular promotion throughout the full reporting period as and when new initiatives are made available	Jun-21	Dir RIO	All new research students now have an Introduction to Ethics and Introduction to Plagiarism 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. On line event now being planned; new, easier to navigate Intranet site being developed.	Ongoing, carried forward
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 Complete, feedback reviewed and actions incorporated into action plans.	Dec-20	Dir RIO,HT&D	Survey complete, actions and measures incorporated into action plans. Action plans will become more targeted as understanding of the research environment improves.	Ongoing, carried forward
		Undertake regular university wide pulse staff surveys, review and develop actions based on results. New action	Staff surveys undertaken 2 times per annum and actions based on feedback in place.	Dec-20	HT&D	Improved feedback, working environment and positive levels of staff engagement as per outcomes. Staff pulse surveys running 2 times per annum in Spring and Autumn with action taken to address key themes.	Complete, no further action
		Review how the use of exit information can be enhanced to produce richer data on research staff experience and turnover. (Old 3.1). Action from previous 2019-2021 action plan	Exit information data for research staff reported twice a year to the Research Committee and actions related to emerging themes taken.	Apr-21	HT&D HPE SHR BP HR BP	Reason for leaving captured for all leavers including Researchers. Leavers information continues to be monitored and reported on at an institutional level. Within Schools, embedded HR teams also monitor leaving reasons and share emerging themes, taking action as appropriate. Schedule for reporting to Research Committee ceased to be required.	Complete, no further action
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.	Undertake online diversity module. Action from previous 2019-2021 action plan.	Completion rates of online diversity module are increased to 95% (currently 90%). Decrease in % of staff reporting that in the last 2 years they have felt personally discriminated against whilst at work (Qn. 39.1) from 17% in 2020 to 10% in 2021 CEDARS survey.	Jun-21	Researcher Managers	Pause in mandatory online training put in place March - Dec 2020 due to the pandemic. Currently 95% completion/compliance of the Equality, Diversity and Inclusion module across the institution. Completion is required by all staff every 35 months. Further analysis revealed 85 researchers Complete the module during the 2019-2021 reporting period. Currently 90% completion/compliance of the Diversity in Learning & Teaching module across the institution. Completion is required by all academic staff and those undertaking PGCAP every 36 months. Further analysis revealed 34 researchers Complete the module during the 2019-2021 reporting period. New suite of ED&I online modules are in place and promoted across the University and are pre-requisite's to various L&D workshops. CEDARS Q39.1 numbers increased from 17% of total respondents in 2020 to 21% in 2021, for research only staff numbers increased from 5% in 2020 to 12% in 2021. Although the number of responses are small and subject to fluctuation this has highlighted an area for future focus.	Ongoing, carried forward
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct.	Managers are aware of the policies and their obligations according to each policy. Refresh of how policies are presented to make them easier to access. New action	All policies presented in an easy-to find format on the Intranet and Internet and communicated via an internal briefing (In Brief).	Mar-21	HIC	All relevant policies are present on the intranet and internet where appropriate. Significant policy changes are communicated through the all appropriate internal communication channels.	Complete, no further action

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% in 2020 to 60% in 2021 in CEDARS survey.	Jun-21	ResearcherManagers	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 deeper analysis of the data revealed that 37 of the 84 wellbeing sessions were attended by researchers specifically, which equated to 57 delegate places. 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. CEDARs data showed slight decrease for total respondents, from 53% in 2020 to 50% in 2021; for Research only staff this decreased from 77% in 2020 to 60% in 2021. This is not unexpected due to the impact of the pandemic on wellbeing, and challenges created within the working environment, it is good to see that despite this, researchers are engaging with the new support sessions. Wellbeing continues to be a key of focus as we move forward.	Ongoing, carried forward
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.	Nov-20	Researcher Managers	Due to pandemic, the vast majority of staff are now working flexibly and from home. Flexible working initiatives for the future e.g. 'new ways of working' to be considered as we move forward.	Ongoing, carried forward
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.						
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.	Jul-21	Researchers	Whilst some researchers are being allocated a buddy on joining, this is not yet consistently applied across the university. There is still an opportunity to improve the consistency and develop a monitoring system.	Ongoing, carried forward
		Sign up to the new scheme to offer internal peer review support to those applying for funding from UKRI. New action	10% of researchers signed up to new internal peer review scheme.	Jul-21	Researchers	Internal peer review scheme has begun in all schools. 49 academics are now registered as peer reviewers.	Complete, no further action
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion.	Undertake required research ethics and integrity training and E, D&I training. New action	95% of researchers to undertake online ED&I training, monitoring of uptake of new ethics and integrity training by researchers.	Jul-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. Compulsory online training via CUTE was suspended during the early phases of the pandemic. ED&I training completion rates by researchers will be assessed in the new academic year. Completion and assessment pass rates for the new integrity training module will be monitored following launch in the new academic year.	Ongoing, carried forward

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 41.5) sustained at 81% CEDARS 2020.	Jun-21	Researchers	All staff are encouraged to take their annual leave entitlement and this is closely monitored by HR and line managers to ensure it happens. 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 deeper analysis of the data revealed that 37 of the 84 wellbeing sessions were attended by researchers specifically, which equated to 57 delegate places. 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 work life balance. In 2021 75% of all CEDARS survey respondents said they took positive action to maintain their mental health and wellbeing (decreasing from 81% in 2020). For research only staff, in 2020 91% said they took positive action to maintain their mental health and wellbeing and this remained similar at 88% in the 2021 survey (N=25).	Ongoing, carried forward
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%.	Jun-21	Researchers	1 accusation of research misconduct this academic year which was progressed as appropriate. Cases remained below 0.25%	Ongoing, carried forward
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.						

	Obligation	Action	success measure (SMART)	Deadline	Responsibility	Progress update (to be Complete for submission)	Outcome/ result
Employment							
Institutions must:							
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Analyse data on ethnicity to help identify key issues in attracting and recruiting more culturally diverse staff. Develop an appropriate action plan to address these. (Old 6.2). Action from previous 2019-2021 action plan	Action plan developed and reported to the HREiR working group. Increase in application rates achieved.	Apr-21	HED&I HHRC	Ethnicity data analysed quarterly together with data from all underrepresented groups and annual diversity report published. Data on ethnicity of candidates applying for research roles reveals significant cultural diversity with ethnic minority and non-UK candidates comprising the majority of applicants for research roles e.g. in the period Jun-20 to May-21 5% of candidates were UK white, 15% of candidates were non-UK white, 4% were UK minority ethnic and 73% were non-UK minority ethnic. Ethnicity was not disclosed in 3% of cases. This was consistent with the data for the same period of the previous year. Further actions taken include incorporating disability confident criteria into recruitment processes and the development of a dashboard to improve tracking of application rates. Action plan regularly shared with HREiR Working Group.	Ongoing, carried forward
		Review routes to market and recruitment statistics to ensure we are advertising in the right places/mediums to reach the most talented and relevant researchers. (Old 1.2). Action from previous 2019-2021 action plan	Researcher recruitment statistics reviewed. Increased numbers of applicants for research posts.	Dec-20	HPE	Now utilising online platforms and have expanded routes to market to include ResearchGate. Average number of applicants per researcher vacancy has increased from 16 in the period Jul-19 to Jun-20 to an average of 23 in the period Jul-20 to Jun-21. The biggest increase in the average number of applicants has been amongst early career researcher vacancies (up to level 5) where the average has increased from 16 applicants per vacancy to 25 applicants per vacancy.	Complete, no further action

		Encourage attraction of a diverse pool of candidates by supporting equal opportunities for research active staff with disabilities. (Old 1.2, 6). Action from previous 2019-2021 action plan	All recruiting managers coached through shortlisting process by HR BP's to ensure commitments against initiatives such as disability confidence are upheld. At the end of 2018 3% of employees had declared a disability. Aim is to reach HEI sector benchmark of 4.5% by 2022 in accordance with the University D&I strategy.	Apr-20	HRes SHR BP	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. Disability declaration rate currently 4% institutionally and 2.2% amongst researchers.	Ongoing, carried forward
		Flexible working is actively promoted prior to joining the organisation. Aim is to improve inclusivity, wellbeing and attraction, promoting the University as an employer of choice. (Old 1.2). Action from previous 2019-2021 action plan	90% of job adverts include a flexible working statement. Discussions about opportunities for flexible working are taking place at attraction and selection stage.	Dec-19	HRes SHR BP Line Managers	99% of job adverts now include our flexible working statement so success measure exceeded. Development of reporting mechanism now underway to improve data capture on flexible working arrangements actually agreed for new appointments.	Complete, no further action
		Review current recruitment and selection training provision for recruiting managers to help ensure robust selection processes. (Old 1.2, 6.7). Action from previous 2019-2021 action plan	Review of training undertaken and revised programme in place. 10% increase in academic/research staff participation level (22 attended to date).	Sep-20	HRes HT&D HT&DBP	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. 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. Action on hold and pending further review.	Incomplete, carried forward
		Foster an inclusive and diverse workforce by increasing the gender diversity of interview panels. (Old 6.7). Action from previous plan 2019-2021 action plan	At least 90% of all recruitment panels to include at least one woman.	Apr-21	HRes HED&I	Campaign undertaken to encourage more women to volunteer to join interview panels with some success. Reporting now being improved to provide monitoring of gender diversity on recruitment panels and for us to report by job type. Sample data for School of Management indicates 95% of academic/research interviews included a woman on the panel.	Ongoing, carried forward
		Incorporate commitment to disability, ethnicity and gender inclusion into Cranfield's process for the selection of recruitment agencies. (Old 6.7) Action from previous 2019-2021 action plan	All recruitment agencies appointed to source research staff clear on diversity requirements and provide evidence of commitment to diversity in their selection pools and appointments. All non-diverse shortlists challenged.	Dec-20	HRes HED&I	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. Note that the use of agencies for the appointment of research roles is limited.	Complete, no further action
		Become a 'Disability Confident' employer Level 2 to demonstrate our commitment to supporting disabled staff. (Old 6.2). Action from previous 2019-2021 action plan	Achieve 'Disability Confident' Level 2 status (Currently have Level 1 status).	Apr-21	DirHR HED&I	Level 2 achieved and work underway to embed within the University and work towards level 3. The Cranfield Disability Network and Working Group has been set up to help identify and support actions and interventions to make Cranfield a more inclusive University for disabled staff and students. Increased declaration rates and support for disabled staff in place across the institution from 55 staff in 2019/20 to 71 in 2020/21.	Complete, no further action
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Introduce training on the UK research environment and research support at Cranfield, with a specific focus on new starters from other countries and/or industry. (Old 3.6). Action from previous 2019-2021 action plan	Training developed and delivered at least annually. Member of RIO team meet with all new members of research staff.	Jun-21	DirRIO	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. Increased number of staff accessing Research and Innovation Office support; all new staff aware of ethics and integrity responsibilities.	Complete, no further action

E13	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	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) Action from previous 2019-2021 action plan.	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.	Jul-20	HPE	Guidance updated and included in ebulletins/In brief. Information sessions ran during Career Development Week. Staff now clearer in discussions with HR embedded teams so anecdotal feedback suggests an improvement. Consider using CEDARS as a more robust measure going forward.	Ongoing, carried forward
		Review how the use of career aspiration and support data for researchers (made available through the new online 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). Action from previous 2019-2021 action plan.	Career aspiration and support data reviewed at least annually and reported to the Research Committee for review and preparation of development action plans.	Dec-19	HPE,HT&D	Career aspiration and development data is being captured via the new online P&DR system and is available for individual, line manager and senior manager to review. Development requirements are also shared with appropriate team responsible for delivery of the development. Plan to remove this action and identify a different approach in the future, should it be required.	Complete, no further action
		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). Action from previous 2019-2021 action plan	Improve the support available to staff returning from an extended period of leave (including return from maternity/paternity/ statutory paternity leave and adoption) and provide guidance to departments with regard to staff returning from career breaks.	Jul-20	HT&D HED&I SHRBP HRBP 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.	Complete, no further action
		Promote work-life balance and family friendly policies and ensure policies are current and supportive. (Old 6.4). Action from previous 2019-2021 action plan	Cranfield's Flexible working policy and Carer's Leave policy reviewed and updated. Wellbeing initiatives in place with appropriate engagement levels e.g. National Work-Life Balance Week, employee survey etc.	Nov-19 Nov-20	HED&I HHRC	Flexible working policy updated Sep 2019. Homeworking policy updated May 2020. Carer's Leave policy updated March 2021. Progression in the provision and promotion of work-life balance and wellbeing initiatives. Significant increase in flexibility currently in response to the pandemic.	Complete, no further action
		Promote and build management confidence around flexible working. (Old 6.4). Action from previous 2019-2021 action plan	Specific initiatives implemented amongst Senior Leaders and Managers to promote flexible working at Cranfield University.	Nov-20	HED&I	Focussed activities at senior leadership meetings and drop in sessions held. Now integrated into local Athena Swan action plans. Majority of staff are now working from home due to the pandemic. Hybrid working pilot being embraced and due to start September 2021.	Ongoing, carried forward
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Refresh First Line Manager training programme and run several times per annum according to interest levels. New action	Refreshed programme run and positive feedback from participants.	Dec-20	HT&D	Refreshed programme in place, adapted to enable continued delivery despite move to a virtual learning environment as a result of the pandemic. Between Oct 2020 and July 2021, 3 cohorts of a refreshed First Line Manager programme were delivered virtually with positive feedback. Of the 42 participants 19 were from the Academic/Research job family.	Complete, no further action
		Continue to offer project management training in core learning and development provision. New action	Programme run and positive feedback from participants.	Jun-21	HT&D	Introduction to project management principles 2 day course ran in July 2019 with 2 researcher delegates in the cohort and positive feedback recieved. Due to the pandemic, we needed to source new provision capable of being delivered virtually. Subsequent virtual project management course scheduled for 22 & 23 June 2021 with 12 participants booked but no research only staff requesting a place. Project management development will continue to run as part of the core L&D provision, with frequency dictated by demand i.e. size of wait list and number of staff highlighting project management within their development needs as part of the annual P&DR process.	Complete, no further action
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Annual appraisals Complete 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.	Apr-21	HR	P&DR completion rate in 2019 was 95% but dropped to 80% for all staff groups in 2020, due to the impact of the pandemic. By 2021 reviews increased to 95% again, with researchers achieving 95.7% completion. Success measure exceeded due to ongoing commitment to the role of managers in the annual review process, upheld despite challenging circumstances.	Ongoing, carried forward

		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.	Jul-20	HPE SHR BP	Snr BP's proactively discuss staff development and ensure under represented groups have opportunities for career progression. In 19/20, 10.7% of our Research fellow/Academic fellow staff were promoted into Lecturer roles and in 20/21, 6.6% of were promoted into Lecturer roles. For Assistant Researchers, in 19/20, 22% of staff were promoted to Research Fellow and in 20/21, 25% of staff were promoted to Research Fellow roles. Data monitoring of gender revealed the number of men and women being put forward for promotion was consistent and proportionate to the eligible pool of employees.	Complete, no further action
		Carry out a review of the effectiveness of the online P&DR system on roll out across the University. (Old 2.3). Action from previous 2019-2021 action plan	At least 75% of staff report finding the online system useful as part of the HREIR survey. Action plan reviewed taking into account feedback.	Jan-21	HPE	New CEDARS survey adopted which did not provide for this measure. However PDR completion rates are excellent and anecdotal feedback has been very positive. The system is subject to ongoing review and improvements and is managed by a P&DR steering committee.	Complete, no further action
E16	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	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.	Dec-19	HPE SHR BP	We regularly review research staff on FTC to see whether there are possibilities of movement onto open ended contracts. Staff who wish to remain in the institution are actively supported by the Principal Investigator to seek successive contracts. In the year 19/20, 4.8% of research staff transferred from FTC to open ended and in 20/21 5.4% of staff moved from FTC to open ended. Funds to bridge contracts are made available where there is a strong possibility of further opportunities.	Ongoing, carried forward
E17	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	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.	Jun-21	TBC	57% of CEDARS respondents stated they have opportunities to participate in decision-making processes e.g. committees (a 7% increase from 2020 survey). Of research only staff, 56% stated they have opportunities to participate in decision-making processes in 2021, compared to 50% in the 2020 survey.	Ongoing, carried forward
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. New action	Monitoring of CUTE completion rates as per mandatory completion schedule.	Reviewed annually	Researcher Managers	Pause in mandatory online training March - Dec 2020 due to the pandemic. Requirement resumed in 2021. The majority of staff including managers have completed the mandatory CUTE training modules in line with the required timescales. These modules are associated with health and safety, safeguarding, Prevent, compliance, ED&I etc. Where completion does not occur despite several automated reminders this is escalated through the management chain until completion is actioned. Failure to complete mandatory training may result in disciplinary action.	Ongoing, carried forward

		New managers attend First Line Managers programme. New action	Attendance data (obtain from DATES).	Reviewed quarterly	Researcher Managers	17 new managers in the research/academic job family attended the First Line Managers Programme July 2019 - June 2021.	Ongoing, carried forward
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	New managers to attend researcher induction programme and to read through researcher handbook. New action	Attendance at researcher induction programme. Feedback from embedded HR team that Managers are operating within the boundaries of employment legislation.	Jun-21	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; all new staff aware of codes of practice, institutional policies and conditions of grant funding. HR Embedded teams meet with all new starters to establish relations for support and advice from the start, coaching and advising managers to ensure they operate within the boundaries of employment legislation.	Complete, no further action
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Engage with university D&I agenda training and guidance and ensure own approach to recruitment, promotion and reward is inclusive, equitable and transparent. New action	Maintain 2020 CEDARS results which stated 96% of respondents agree their recruitment process was fair and inclusive (Qn. 18.1 & 18.2), 83% agreed it was transparent (Qn 18.3).	Jun-21	Researcher Managers	In 2021 survey 82% of respondents to this question (n=28) said their recruitment process was fair, 68% agreed it was inclusive and 75% agreed it was transparent. For research only staff figures were similar (n=12 in both 2020 and 2021 survey).	Ongoing, carried forward
EM4	Actively engage in regular constructive performance management with their researchers.	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.	Dec-19	Researcher Managers	P&DR completion rate in 2019 was 95% and 80% for all staff groups in 2020, due to the impact of the pandemic. By 2021 reviews increased to 95% again, with researchers achieving 95.7%. Success measure exceeded due to ongoing commitment to the role of managers in the annual review process, upheld despite challenging circumstances.	Ongoing, carried forward
		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.	Apr-21	Researcher Managers	CEDARS data 2021 showed a decrease in the number of staff that said they had regular formal career development review with their manager / supervisor with 50% of respondents (n=34) confirming this took place and 61% of research only staff agreeing regular reviews took place (n=18). This may reflect the additional pressures created by the pandemic.	Ongoing, carried forward
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.	Jun-21	Researcher Managers	For CEDARS survey 2021 the number of responses rose to 106 in total. Going forward it would be helpful to understand how many were managers of researchers specifically.	Ongoing, carried forward
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.	Jun-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, institutional policies and conditions of grant funding. 74% of respondents (n=27) in CEDARS 2021 said they found the institutional-level induction programme useful. For research only staff, this was 75% (n=12).	Ongoing, carried forward

ER2	Understand their reporting obligations and responsibilities.	Engage with induction process and ensure understanding. New action	Obtain benchmark via CEDARS survey 2021.	Jun-21	Researchers	74% of respondents (n=27) in CEDARS 2021 said they found the institutional-level induction programme useful. For research only staff, this was 75% (n=12). 83% of research only staff said they found departmental and local-level inductions useful. For total respondents this was 85% and 82% for departmental and local-level inductions respectively.	Ongoing, carried forward
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.	Jan-21	Researchers	P&DR completion rate in 2019 was 95% and 80% for all staff groups in 2020, due to the impact of the pandemic. By 2021 reviews increased to 95% again, with researchers achieving 95.7%. Success measure exceeded due to ongoing commitment to the role of managers in the annual review process, upheld despite challenging circumstances.	Ongoing, carried forward
		Research staff to discuss and document long term research and career plans during their P&DR process. (Old 5.6). Action from previous 2019-2021 action plan	85% of research staff to have a career plan included in their P&DR, as reported by the online P&DR system and/or surveys. This will be a new baseline value for using the online P&DR system which will be based on actual P&DR responses rather than internal survey. In the 2019 survey 89% (58 of 65 respondents) reported having an annual P&DR.	Jan-21	Researchers	P&DR completion rate in 2019 was 95% and 80% for all staff groups in 2020, due to the impact of the pandemic. By 2021 reviews increased to 95% again, with researchers achieving 95.7%. Success measure exceeded due to ongoing commitment to the role of managers in the annual review process, upheld despite challenging circumstances. Linked to action above which will be carried forward.	Complete, no further action
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.	Jun-21	Researchers	For CEDARS survey 2021 the number of responses rose to 106 in total and responses from research only staff rose from 22 in 2020 to 25 in 2021.	Ongoing, carried forward

	Obligation	Action	success measure (SMART)	Deadline	Responsibility	Progress update (to be Complete for submission)	Outcome/ result
Professional and Career Development							
Institutions must:							
PCD11	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Develop an action plan to implement the policy for 10 days minimum amongst researchers and identify how this will be measured. New action	Policy and guidance in place. % increase in respondents stating they undertook 10 days or more training or CPD in last 12 months (Qn 34) from 16% in 2020 to 20% in 2021 CEDARS survey.	Jul-21	Research Committee	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. Success measure exceeded: 22% of CEDARS 2021 respondents said they undertook 10 days or more training or CPD in the last 12 months, a 6% increase on the previous year. For research only staff, 28% of respondents in 2021 said they undertook 10 days or more training or CPD in the last 12 months, a 14% increase since the 2020 survey. Consider new success measure for next action plan.	Complete, carried forwarded with new CEDARS target
		Review current support available to researchers and line managers in developing medium/long term career plans. (Old 2.3). Action from previous 2019-2021 action plan	Action plan and initiatives created to support the development of medium and longer term career plans in place, where gaps have been identified.	Sep-20	HT&D	Support reviewed and initiatives delivered including career events, promotion guidance sessions and intranet features.	Complete, no further action

	<p>Continue to review and refine the programme of skills training available to research staff (including the recently piloted Post-Doctoral Training programme, first run in 2019) in line with the researcher development strategy refresh. (Old 3.3).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Review complete and reported to HREiR committee. Revised programme approved.</p>	<p>Mar-20</p>	<p>RIO</p>	<p>The Researcher Development Programme is reviewed and updated annually based on feedback by participants and the wider research community as well as the HREiR Committee.</p> <p>The pandemic initially caused a hiatus in some aspects of the programme, which then moved to online delivery and resulted in significant increase in engagement and uptake (e.g. funding information sessions delivered by the Research and Innovation Office saw a 220% increase in the number of participants).</p> <p>A new, specific researcher development programme has been launched to support 75th Anniversary Research Fellows.</p> <p>Review of the researcher development strategy has been paused as a review of research-related strategies and policies will take pace following the launch of the new Research Strategy in 2022. This is to ensure alignment with the overarching aims and to rationalise the number of policies and strategies in place, for ease of reference by staff.</p>	<p>Complete, no further action</p>
	<p>Review the provision of digital and on-line development initiatives particularly to benefit staff at the Shrivvenham campus and those who have flexible working arrangements e.g. Working from home. (Old 3.8).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Current provision explored, and an action plan created to increase the accessibility of training initiatives to staff not physically present on the Cranfield campus.</p>	<p>Ongoing</p>	<p>HT&D</p>	<p>Development initiatives are currently delivered virtually in response to the pandemic, improving access for staff at Shrivvenham site and others not physically present on campus. A blended approach to learning will continue post pandemic and become embedded in our learning provision.</p>	<p>Complete, no further action</p>
	<p>Carry out regular reviews of L&D provision against the training needs identified through the new P&DR process. (Old 3.3).</p> <p>Action from previous 2019-2021 action plan</p>	<p>Updated L&D provision in place and reviewed annually based on training needs as appropriate.</p>	<p>Dec-19 Dec-20</p>	<p>HT&D SL&D BP</p>	<p>Training needs are reviewed annually through the new P&DR process and throughout the year in response to the changing work environment. Needs are shared with relevant stakeholder groups so that all aspects of development receive attention.</p> <p>As a result an updated L&D provision is in place. Some examples of recent changes include working from home effectively, preventing workload stress and burnout, giving and receiving feedback, coaching etc.</p> <p>This has become embedded in our practice.</p>	<p>Complete, no further action</p>
	<p>Improve awareness of development opportunities for research active staff. (Old 3.3).</p> <p>Action from previous 2019-2021 action plan</p>	<p>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%.</p>	<p>Jul-20</p>	<p>DirRIO HT&D SHR BP HR BP Line Managers</p>	<p>57% of CEDARS 2021 respondents stated they were aware of development opportunities. This increased from 49% of respondents to the 2020 survey.</p> <p>This is an ambitious success measure which may take time to achieve.</p> <p>This decrease from the baseline may reflect a change in survey methodology and therefore the respondent population (and/or) a consequence of the pandemic and the pause in delivery of some aspects of the RD programme during the early phases.</p>	<p>Ongoing, carried forward</p>
	<p>Ensure consistency in provision of personal and career development for researchers across the university.</p> <p>Action from previous 2019-2021 action plan</p>	<p>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.</p>	<p>Dec-19</p>	<p>HPE</p>	<p>P&DR completion rate in 2019 was 95% and 80% for all staff groups in 2020, due to the impact of the pandemic. By 2021 reviews increased to 95% again, with researchers achieving 95.7%.</p> <p>Success measure exceeded due to ongoing commitment to the role of managers in the annual review process, upheld despite challenging circumstances.</p> <p>This online system enables a consistent approach that ensures all staff engage in discussions regarding personal and career development with their line manager. This has become embedded in our practice.</p>	<p>Complete, no further action</p>

	Invite external speakers from a wide range of career paths and in particular to make use of alumni networks to highlight the range of career options that have been taken. (Old 5.5). Action from previous 2019-2021 action plan	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 with external speakers including: Through-life Engineering Services (TES) conference run online in 2020 with industry speakers; plenary talks given by alumni industry staff at the Doctoral Network and Defence and Security Symposium; Annual UK Wastewater Network (international conference)	Complete, no further action
	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 15 mentoring partnerships set up (currently 10).	Apr-21	HT&D SL&D BP	Additional mentoring arrangements have progressed and our reporting has improved so we can now report at researcher level. Original success measure of 15 for research and academic job family was achieved with 18 partnerships in place. Of which 12 staff are researchers. We have an additional 11 researchers who are recently registered and in the process of being matched into partnerships. Of the 12 researchers in confirmed mentoring partnerships, 6 are receiving support for career development, 2 for writing bids/proposals, 1 for improving research skills, 1 for student supervision, 1 for personal skills and 1 for strategic planning. We are seeing a good increase in interest with the formal mentoring scheme.	Complete, no further action
	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.	Apr-21	DoR Schoolreps. HPE	Consideration of this has been delayed by the pandemic. However, the new Research Strategy (2022) will incorporate an 'Academic Charter' that outlines University commitments to appropriate time for research with regards to staff in Teaching and Research roles. As the focus of the new Concordat is on researchers rather than academic staff in research and teaching roles, this action has been discontinued as part of the HREiR forward-looking action plan and will be progressed as part of the implementation of the new University Research Strategy.	Incomplete, no further action
	Support the creation of discipline based communities of practice (e.g. Chemistry network) to support pan-University collaboration and learning, in a thematic based institution. (Old 5.1). Action from previous 2019-2021 action plan	At least 2 discipline based communities set up and holding events.	Nov-20	DoR Schoolreps.	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. Established groups are functioning well as cross-Thematic communities and generating new collaborations. Whilst event development/delivery was delayed by the pandemic, CoP model has been extended to form an additional three discipline-based communities.	Complete, no further action
	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.	Apr-21	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. The focus for forward-looking action plan will be on supporting the establishment of a new ECR Network, to facilitate researcher-led initiatives through providing a formal committee structure with appropriate budget and approval mechanisms.	Incomplete, carried forward
	Explore Researcher's appetite for a programme to increase chartered status across the University. Cranfield already covers the costs of 1 professional body membership (including chartership) for all staff. (Old 5.6). Action from previous 2019-2021 action plan	Researchers surveyed and depending on outcome an awareness programme developed.	Apr-21	DoR School reps HPE	Delayed due to pandemic. Chartership has been added to the mentoring programme for those staff who wish to pursue and to receive support. No longer a high priority.	Incomplete, no further action

		Review and engage researchers in participating in the opportunities for apprenticeship training for staff with research responsibilities. (Old 1.2). Action from previous 2019-2021 action plan	At least 5 research and academic staff participating in training supported by the apprenticeship levy (currently 3).	Apr-21	HT&D SL&D BP	3 members of staff in the research and academic job family are being supported by the apprenticeship levy, this has remained constant. There is no further demand currently from researchers to participate in an apprenticeship. Ongoing awareness initiatives are in place to promote apprenticeships to all staff should this change.	Incomplete, no further action
		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.	Dec-19	HPE	Action de-prioritised and replaced by University-wide scheme to recruit 75th Anniversary Fellows (funded 3-year Fellowships) to promote recruitment and retention of high-calibre independent researchers. 75th Anniversary Fellows scheme agreed by Executive in November 2019 and recruited first cohort starting October 2020 (three Fellows). Pilot scheme will recruit three cohorts and then be assessed.	Complete, no further action
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	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.	Dec-19	HT&D,SHR BP,HR BP	Training and guidance in place with additional online resources signposted. Increase in campaigns as P&DR season approaches. P&DR completion rate in 2019 was 95% and 80% for all staff groups in 2020, due to the impact of the pandemic. By 2021 reviews increased to 95% again, with researchers achieving 95.7%. Success measure exceeded despite challenging circumstances.	Complete, no further action
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Organise an annual careers development event to bring focus to the importance of career development and the support available. (Old 5.5). Action from previous 2019-2021 action plan	Careers development event organised each year with research staff aware and at least 50 researchers attending.	Apr-21	HT&D	General 'career development week' events ran in 2019 and 2020 and were actively marketed. Whilst feedback from attendees was very positive, staff engagement levels were low generally with consistently low numbers of researchers also. This may be due to the fact staff prefer to discuss their development individually. Action to be removed and reconsidered in consultation with HREiR Working group and research staff.	Incomplete, no further action
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Review the potential for developing a new 'Cranfield Fellows' fellowship programme to support early career researchers in developing a leading researcher trajectory and support the retention of key staff. (Old 3.1). Action from previous 2019-2021 action plan	'Cranfield Fellows' programme developed and business case presented to senior management.	Apr-20	Dir RIO	75th Anniversary Fellowship programme approved and launched and the first 3 fellows in post; a second round has been advertised and interviews have taken place. Appointment of up to 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 These schemes have been very well received in the initial phases by the academic community and Fellows. The intended Fellowship-specific development programme was reorganised to support monthly online meetings due to the pandemic. Successful academics are invited to talk to Fellows about how they have built various aspects of their research careers (e.g. networking, industrial collaborations, publishing) and feedback has been extremely positive. The value of the scheme will be assessed following recruitment of the third cohort in 2022/23.	Complete, no further action
		Recruitment of high quality researchers to Fellowships scheme to support a focus on more fundamental research activities. These will be advertised both internally and externally to enhance the vibrancy of the research community. (Old 3.1). Action from previous 2019-2021 action plan	Fellowship pages on the Cranfield internet are refreshed, making any available opportunities clearer.	Jan-20	DirRIO	Information was refreshed on the intranet and internet to promote 75th Anniversary fellowships https://www.cranfield.ac.uk/press/news-2021/cranfields-75th-anniversary-research-fellowship-open-to-new-applications Fellowship pages have supported the recruitment of three high-calibre 75th Anniversary Fellows to date and attracted a further two candidates, holding external Fellowships to approach Cranfield as host (RAEng and NERC).	Complete, no further action

		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.	April 2021	HT&D SL&D BP DoR DoT	Some partnerships have been affected by the pandemic and were slow to start or progress. Where they have progressed, 100% of feedback has been positive and mentees have found the mentoring partnership beneficial. Training is available to mentors and mentees to support the success of the relationship.	Complete, no further action
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 - number of staff applying will be provided after awards have been made.	Ongoing, carried forward
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-20	HT&D	Impacted by pandemic.	Incomplete, carried forward
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.	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.	Dec-19	Researcher Managers	P&DR completion rate in 2019 was 95% and 80% for all staff groups in 2020, due to the impact of the pandemic. By 2021 reviews increased to 95% again, with researchers achieving 95.7%. Success measure exceeded due to ongoing commitment to the role of managers in the annual review process, upheld despite challenging circumstances.	Ongoing, carried forward
		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 recent survey 77% (43 of 56 respondents) stated that they have interim P&DRs.	Jun-21	Researcher Managers	CEDARS data 2021 showed a decrease in the number of staff that said they had regular formal career development review with their manager / supervisor with 50% of respondents (n=34) confirming this took place and 61% of research only staff agreeing regular reviews took place (n=18). This may reflect the additional pressures created by the pandemic. Career development and performance discussions outside of the P&DR process are not systematically recorded and thus this action has been refocused in the forward-looking plan to encompass regular formal career development review as expressed in the CEDARS survey, which includes annual appraisals.	Ongoing, carried forward
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%.	Jul-20	Researcher Managers	57% of CEDARS 2021 respondents stated they were aware of development opportunities in 2021. This increased from 49% of respondents to the 2020 survey (Qn 29.3). This decrease from the baseline may reflect a change in survey methodology and therefore the respondent population (and/or) a consequence of the pandemic and the pause in delivery of some aspects of the RD programme during the early phases. For research only staff, the number of CEDARS respondents aware of career and development opportunities rose from 56% in 2020 to 61% in 2021 surveys. This is an ambitious success measure which may take time to achieve.	Ongoing, carried forward

		Encourage involvement in mentoring programme (Old 4.14). Action from previous 2019-2021 action plan	Increase in research mentoring partnerships from 10 to 15. 90% satisfaction feedback on how having a mentor has helped with the individual's development.	Apr-21	ResearcherManagers	Additional mentoring arrangements have progressed and reporting improved so we can now report at researcher level. Original success measure of 15 for research and academic job family achieved with 18 partnerships in place. Of this number 12 staff are researchers and we have an additional 11 researchers who are registered and in the process of being matched. Chartership has been added to mentoring platform to help researchers undertaking chartership locate a mentor who has completed the process. Training is provided for mentors and mentees to ensure support a positive experience. Feedback from those in active mentoring partnerships has been positive. Work will continue to improve the number of staff engaging in mentoring and the mentoring evaluation process.	Complete, no further action
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 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% in 2020 to 80% in 2021 CEDARS survey.	Jun-21	ResearcherManagers	In 2021 survey 76% of respondents said their manager encourages them to engage in personal and career development (4% increase on previous year). For research only staff, 83% in 2021 (n=18) agreed with this statement, an 11% increase since 2020 survey when 72% agreed (n=18).	Ongoing, carried forward
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%.	Jul-20	ResearcherManagers	57% of CEDARS 2021 respondents stated they were aware of development opportunities in 2021. This increased from 49% of respondents to the 2020 survey (Qn 29.3). This decrease from the baseline may reflect a change in survey methodology and therefore the respondent population (and/or) a consequence of the pandemic and the pause in delivery of some aspects of the RD programme during the early phases. For research only staff, the number of CEDARS respondents aware of career and development opportunities rose from 56% in 2020 to 61% in 2021 surveys. This is an ambitious success measure which may take time to achieve.	Ongoing, carried forward
		Encourage researchers to undertake training on the UK research environment and research support at Cranfield. (Old 3.6). Action from previous 2019-2021 action plan	Training attendance data reviewed.	Jun-21	ResearcherManagers	6 events run Feb to May with a total of 182 attendees. More events planned.	Complete, no further action
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.	Jul-21	ResearcherManagers	50% of respondents to CEDARS 2021 said they had undertaken leadership development (an 8% decrease from 2020 survey). This may reflect additional time pressures cause by the pandemic or that different individuals completed the surveys. Of research only respondents, the number reporting they undertook leadership training increased from 25% in 2020 to 33% 2021 but numbers of respondents to this question were very low <7. New success measure required for next action plan.	Ongoing, carried forward
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.	Jul-21	Researchers	Success measure achieved: 22% of CEDARS 2021 respondents said they undertook 10 days or more training or CPD in the last 12 months, a 6% increase on the previous year. For research only staff, 28% of respondents in 2021 said they undertook 10 days or more training or CPD in the last 12 months, a 14% increase since the 2020 survey. 41 Cranfield participants engaged in a range of MI ERA and C-DICE workshops, seminars and conferences during the 2 year period. Consider new success measure for next action plan.	Complete, carried forward
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 from 10 in 2019 to 15. Increase % of staff stating their manager encourages them to consider a wide range of future career options beyond academia (Qn. 29.2) from 34% in 2020 to 40% in 2021 CEDARS survey.	Apr-21	Researchers	Additional mentoring arrangements have progressed and reporting improved so we can now report at researcher level. Original success measure of 15 for research and academic job family achieved with 18 partnerships in place. Of this number 12 staff are researchers and we have an additional 11 researchers who are registered and in the process of being matched. Number of CEDARS respondents stating their manager encourages them to consider a wide range of future career options beyond academia increased to 41% in 2021 survey (success measure met). For research only staff, this number increased from 39% in 2020 survey to 56% in the 2021 survey. Chartership has been added to mentoring platform to help researchers undertaking chartership locate a mentor who has completed the process. Training is provided for mentors and mentees to ensure support a positive experience. Feedback from those in active mentoring partnerships has been positive. Work will continue to improve the number of staff engaging in mentoring and the mentoring evaluation process.	Complete, no further action
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-21	Researchers	38% of staff responded that they had a clear development plan in CEDARS 2021, a 2% increase on the previous year but falling short of the 50% target. For Research only staff, the percentage improved from 33% (n=18) in 2020 survey to 39% (n=18) in the 2021 survey.	Incomplete, carried forward
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-21	Researchers	38% of staff responded that they had a clear development plan in CEDARS 2021, a 2% increase on the previous year but falling short of the 50% target. For Research only staff, the percentage improved from 33% (n=18) in 2020 survey to 39% (n=18) in the 2021 survey.	Incomplete, carried forward
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills.						
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.						

* 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 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