

HREIR Action plan template

Details	
Institution name:	University of Huddersfield
Cohort number:	Four
Date of submission:	24.8.2022
Institutional context:	<p>University of Huddersfield Research and Researchers</p> <p>The University of Huddersfield (UoH) was designated university status in 1992. It is a member of UUK and Yorkshire Universities and until November 2018 was a member of the University Alliance (UA). Based within the Leeds City Region, the University is an anchor institution and major employer and in 2019 became a signatory to the UPP Civic University Agreement. Significant economic and demographic challenges exist to drive collaborative R&D with local organisations. The North's GVA per capita is ~10 to 15% below the UK average (excluding London) with several contributory factors e.g. lack of skilled people, technology gaps and reduced appetite for innovation. The lack of regional private sector R&D investment presents a major challenge for developing collaborative research initiatives with local industry.</p> <p>The University has six academic schools undertaking research in a broad range of disciplines with particular emphasis on STEM, humanities, social sciences, business, art and design (18 Units of Assessment in total). This broad portfolio of activity is also recognised by Huddersfield's assignment to Cluster E in the KEF exercise. Some research areas are well established and have been submitted to multiple REF and RAE exercises, whilst others such as drama, media, architecture, sports science and psychology this was their first submission. The schools are supported by six central support service directorates and are overseen by the Vice Chancellor's Office. In total, 2177 FTE staff are employed, of which 45% are academics with 15% of these being at professorial level. All academic staff are expected to be research active and this is reflected in their job roles and workload allocation models. Academic staff are expected to publish research of at least 2* quality by the end of the current University Strategy period (2025), building on the previous strategy (2013-2018) which aimed for all academic staff to be publishing at, or better than, national level. All academic staff, except a very small number of those on practitioner contracts, are returned to HESA categories of Teaching and Research (T&R) or Research Only (RO). Only six academic members of staff are on teaching only contracts. A key element of the University's strategy is to support academic staff who do not hold a doctorate to become qualified and staff are expected to study for a doctorate either at Huddersfield or elsewhere, before developing into independent active researchers.</p>
The institutional audience* for this action plan includes:	
Audience (beneficiaries of the action plan)	Number of
Research staff	136
Postgraduate researchers	1280; FTE = 1017
Research and teaching staff	795
Teaching-only staff	6
Technicians	103
Clinicians	n/a
Professional support staff	939
Other (please provide numbers and details):	198
Comments	
Primarily employed to undertake research only, although this may include limited teaching hours	
October 2021 figures	
Employed to undertake both teaching and research	
Employed only to undertake teaching	
Technical Services Staff e.g. Technicians, IT infrastructure etc.	
n/a	
Professional Services Staff e.g. Administration, Porters, HR Manager etc.	
The staff which fall into the "Other" category include "Campus" staff (e.g. Cleaning staff, Catering staff, Campus Support Officers etc) as well as our KTP Associates which don't really fit into any other category.	

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update	Outcome/result
Environment and Culture						
Institutions must:						
EC11	Ensure that all relevant staff are aware of the Concordat	Promote awareness of the Concordat to Support the Career Development of Researchers, via URCOG, URG, targeted emails, in supervisor training, and through lunchtime sessions.	Combined awareness score in CEDARS improved by 5%, Question 43.1a in 2021, 'I have some understanding' currently at 26%, 'I know this exists' at 31%, combined 56%	Jun-23	HoRE & Marketing	Concordat promoted through URCOG meetings and supervisor training, and added to academic induction framework/webpages for 2023. No lunchtime sessions were run due to restructure/capacity issues in 2022-23 but, following our internal review discussions, a 'short guide' to the Concordat was developed instead (July 2023) to support wider awareness raising. This was shared via targeted email to RIKE Associate Deans for dissemination across schools. Awareness raising actions to continue as part of new action plan from 2024 onwards.
EC12	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	The University revised their webpages in 2019-20, with all policies being located centrally. However, there is still awareness raising work to be done so we need to embed awareness of policies and procedures relating to research into 'local' School-specific induction processes. Please see here for further details: https://www.hud.ac.uk/policies/	Feedback on induction in 2022 University of Huddersfield Institutional Survey of Researchers, then again Induction related questions in CEDARS 2023. Aiming for >5% increase in induction related question scores (Q41).	May-23	HoRE	Policy mapping completed during 2022 following consultation with ADREs, DoGE, Research and Enterprise (now RIKE), People and Organisational Development. Following on from this, the university's central policy webpage now includes a specific section on policies related to research and enterprise (Code of Practice for Research, Intellectual Property Policy, Open Access Policy, Research Data Management Policy, Research Ethics and Integrity Policy). Information on our 2025 Strategy Map, University Research Strategy, HR Excellence in Research Award, Researcher Development Framework and Research Excellence Framework has also been included on our academic induction webpages, alongside a section on research integrity (to be developed further as part of wider review of ethics and integrity).
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	A: Researchers reported lower satisfaction levels around mental health and wellbeing than other staff groups, such as professional services staff, during the 2019 University in QoWL survey. Moving forward the Research Committee will consider the biannual Quality of Working Life Survey and review scores from researchers across the University with the aim of improving satisfaction ratings further.	Satisfaction levels for Research Only in line with or exceeding University Benchmarks for Mixed Portfolio staff for QoWL, Question 54. I often feel excessive levels of stress at work (-ve)	Apr-23	PVC (RIKE) & DoHR	QoWL was replaced by CultureAmp as our chosen institutional survey tool for staff engagement in 2022 and some questions have changed. Analysis of the CultureAmp findings for staff on academic and research contracts, alongside CEDARS 2023, continues to help build our picture of mental health and wellbeing for researchers and inform wellbeing support - new action re: workload identified for forward plan as a result. A CultureAmp 'pulse' survey is due in March 2024 and a wider survey action planning process will form part of our new HREIR forward plan.
		B: We will monitor awareness and overall use of our new Employee Assistance Programme, especially amongst our researcher community. Our online wellbeing support tool available to all staff.	Monitor on academic staff members engagement with the Employee Assistance Programme, and report to URCOG members annually.	Jan-24	HoHR	Latest quarterly report has shown a significant increase in on-line portal usage in August and September than July. The top presenting issue was stress. Job role classifications are not fit for purpose - update to reporting from EAP provider has been requested. This information is presented to URCOG on an annual basis.
		C: Continue roll out of Mental Health First Aid scheme to support staff with their wellbeing and mental health.	Ensure we have sufficient numbers of qualified Mental Health First Aiders	Jan-24	HoHR	Within the University we have a network of Mental Health First Aiders with coverage across all buildings (43 Mental Health First Aiders currently). They are based across campus and there is a central list available which lists their name, building, location and telephone numbers.
EC14	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Managers to complete Equality, Diversity and Inclusion in the Workplace and Unconscious Bias online training modules. At present completion rate for managers stands at 54%, which we want to increase.	75% completion rates monitored through our online learning system, both across the University as a whole, as well as for each School and Service.	Jan-24	HoHR & HP&OD	Module completion rates (as of 21.10.23): <i>Diversity in the Workplace</i> - a) All Academic Staff = 62.5%, b) Academic Staff (Excluding those on Research only contracts) = 63.5% and c) Staff on Research Only contracts = 57.5%. <i>Unconscious Bias</i> - a) All Academic Staff = 64.2%, b) Academic Staff (Excluding those on Research only contracts) = 64.5% and c) Staff on Research Only contracts = 62.5%.

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		B: The University will be submitting for Athena Swan Bronze renewal in 2025. https://research.hud.ac.uk/strategy/athena-swan/	Successfully achieving Athena Swan Bronze (or Silver) renewal for the University. Further information can be found on https://staff.hud.ac.uk/equality/gender/	Nov-25	Chair EDIEC	We currently hold the Athena Swan Bronze award - this is due for renewal in 2025.	Continued work towards our 2025 renewal. Ongoing priority (to Nov 2025).
		C: Individual Schools Athena Swan submissions. https://research.hud.ac.uk/strategy/athena-swan/athena-swan-in-schools/	Five out of six Schools submitting and achieving Athena Swan Bronze status. Further information can be found on https://staff.hud.ac.uk/equality/gender/	Dec-24 Various	Chair EDIEC	The School of Applied Sciences holds a departmental Athena SWAN Silver Award and both Huddersfield Business School and The School of Computing and Engineering hold a departmental Athena SWAN Bronze Award. The School of Human & Health Sciences have submitted the application for Bronze and are awaiting the result. The other Schools are all working towards applying for a Bronze Award.	Continued work towards individual school submissions. Ongoing priority (to Dec 2024).
		D: Continue to roll out training and resources focussing on wellbeing to help raise awareness of the positive steps staff can take to increase the wellbeing for themselves and others.	CEDARS at or above the benchmark for the sector. Measured through Q) 41.5 Your working environment supports your mental health and wellbeing? and Q) 42.5 You take positive action to maintain your mental health and wellbeing?	Jan-24	HoHR & HP&OD	A range of wellbeing and EDI learning and resources are available via POD (open to all staff). Wellbeing and EDI have also been specifically referenced as part of our framework of development themes and support for Huddersfield Researchers (Sept 2023). The online training modules (available to all staff) will also be promoted to researchers as part of the wider researcher development offer/programme for the academic year 2023-24.	Measures from CEDARS 2023 - 85% of UoH managers of researchers and 67% of non-managers have done training or other CPD in equality, diversity and inclusion. 53% of UoH managers of researchers and 34% of non-managers have done training or other CPD in mental health and wellbeing. eLearning module completion targets carried forward - see above.
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	A: Research integrity training for all relevant staff.	>80% report having undertaken training in Research Integrity via CEDARS, Question 27	Apr-22	HoRE	Research Integrity training is currently made available to all our researchers via Epigeum (online training). A new Ethics & Integrity Officer has been appointed, based centrally in RIKE (started July 2023) - now reviewing existing processes and levels of awareness and training to inform the development of future provision. Specific research integrity training provision supports our wider core development theme of 'your research practice'. Ethics & Integrity has also been designated as one of the Graduate School's themed development months for 2023-24.	Measure from CEDARS 2023: 73% of UoH managers of researchers and 59% of non-managers have done training or other CPD in research integrity. Positive improvement but still working towards target 80% completion rates - this element carried forward to next action plan.
		B: Run short lunchtime briefing(s) on the revised Research Integrity Concordat once released. (Combine with action in EC11)	Awareness score improved by 5% in CEDARS, Question 42. 'I have some understanding of this' 23% in CEDARS 2020, 'I know this exists but I don't know the detail' 26%	Mar-22	HoRE in consultation with Marketing	As with EC11, specific lunchtime briefings were not run, but wider awareness raising through ethics committees etc.	Measure from CEDARS 2023 - 62% are aware of the Research Integrity Concordat (62% combined score = 32% with 'some understanding' and 30% 'know it exists but don't know the detail'). This is an increase on our previous CEDARS combined score of 49% in 2020. It compares with 56% UK-wide (2023). CEDARS 2023 measure achieved and no further action required on lunchtime briefing element (deprioritised - as per EC11); instead we will continue to promote and raise awareness through ongoing research integrity work.
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	A: Run CEDARS survey in 2023	> 30% response rate from researchers	Jul-23	HoRE	CEDARS was completed during 2023. There were 149 responses from staff at the University of Huddersfield (UoH), a 16% response rate. This is considerably lower than our previous CEDARS response rate of 32%. Discussed at URCOG in August 2023 - response likely to have been affected by the timing of CEDARS (coinciding with a number of school restructures and university-wide voluntary severance process). Initial discussion of our headline CEDARS results at URCOG (Aug 2023), further analysis/benchmarking underway.	2023 CEDARS responses are being used alongside other data from researchers (2022 CultureAmp staff survey) to help build our understanding of researcher experiences, research culture and associated activity/initiatives as a means of informing our forward HREIR action plan, REF2028 etc. The 2023 survey was run as planned (action complete, though response rate measure not achieved) - no further action as new actions for this principle will reflect our new institutional CultureAmp approach.
		B: Run QoWL survey in 2021	> 50% response rate	Jun-21	HoHR	Most institutions (including Huddersfield) opted to delay running the QoWL survey in 2021 due to Covid. We replaced QoWL with CultureAmp as the platform for our institution-wide staff engagement survey in 2022. Specific analysis of findings for research and academic staff is now being undertaken in conjunction with CEDARS 2023 to help build a fuller picture of perceptions of the research environment and culture. A shorter pulse survey is due in February 2024 before the next full survey in October / November 2024.	The 2022 Culture Amp response rates were 68% (533 of 787) for academic staff and 44% for research staff (65 of 149). We will continue to work to improve response rates for future surveys since the 50% target has not been reached. However, response rates were higher than for CEDARS 2023, which saw a significant drop to 16% (n=149) from 32% previously. No further action - survey approach has changed and new actions for this obligation will reflect our new institutional CultureAmp approach.
		C: URCOG to produce an annual report for University Research Committee, reporting to Senate, including strategic objectives, measures of success, implementation plan and progress.	Report available on public facing website.	Mar-22	URCOG	Last annual report was completed and taken to University Research Committee (URC) on 23rd May 2023.	URC maintain an overview of researcher environment, culture and associated activity to improve, in line with our commitment to support the Researcher Development Concordat. No further action - annual reporting is now business as usual.
Funders must:							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	N/A	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	N/A	N/A	N/A	N/A	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	N/A	N/A	N/A	N/A	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	Please see EC4 actions, measures and accountabilities for further details.				N/A	N/A
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	All actions in previous HRIRE action plan for this criteria satisfactorily met. No further actions planned on the current HRIRE action plan.				N/A	N/A
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	A: Continue to increase awareness of the options available to line managers regarding the promotion of a healthy work environment. Our solution is the HR Managers Induction. All new line managers go through a series of HR policies and procedures (1:1) with our HR managers. Score on CEDARS 2021 at very useful/useful for Q20.3a on 'induction local to your current role'. Action complete. However, we have not yet seen whether the HR managers induction has had an impact on the measure for this action therefore we have marked this as continuing.	Role induction score increased by 5% in CEDARS, Question 19.3a for local induction to role.	Jan-24	HoHR	The HR Managers receive a weekly report of all new people managers (both internal and external). They use this to send out direct calendar invites for a line manager induction. On the Induction checklist (POD website) for people managers there is a reminder about the line manager induction with a HR Manager.	Measure from CEDARS 2023: 59% agree that their institution actively promotes the importance of good mental health and wellbeing of staff (in line with UK-wide figure of 57%). No further action - continues as business as usual.
		B: We will continue to develop the network of Mental Health First Aiders through training, peer support for MH First Aiders themselves, and the incident reporting system.	Ensure we have sufficient numbers of Mental Health First Aiders	Jan-24	HoHR	Within the University we have a network of Mental Health First Aiders with coverage across all buildings (43 Mental Health First Aiders currently). They are based across campus and there is a central list available which lists their name, building, location and telephone numbers.	At the latest quarterly review meeting with the Staff Wellbeing Lead the Mental Health First Aiders reported increased contact from staff. No further action - continues as business as usual.
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Flexible working policies are in place and awareness raising addressed in previous Action Plan - No additional initiatives planned at this time.				N/A	N/A
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	A: In the Institutional Survey, nearly 60% of researchers reported feeling mostly or completely that they belonged within the University Community. Our Schools to review existing provision of seminar and reading groups and share best practices, via URCOG	>70% of researchers report feeling mostly or completely that they belong within the University Community. UoH Survey of Researchers 2019 stood at 55%	Jan-22	ADRES	Schools are active with research seminars, reading groups etc through their research centres as communities of practice (based on the URCOG review undertaken July-Aug 2023). Institution level research policy and strategy development takes place via URC and URCOG, with schools and researchers at different levels represented on URCOG.	Measures from CEDARS 2023: 68% said they feel included in their immediate research environment/group. 32% said their contributions to institutional policy and decision making were valued by their institution. 18% of non-managers of researchers said they had participated in institution policy and decision making and 59% said they would like to do this in the future. No further action - seminars, reading groups etc to continue as business as usual.
		B: Gauge interest for a researcher focussed one day event to be held within the period of the action plan.	>70% of researchers report feeling mostly or completely that they belong within the University Community. UoH Survey of Researchers 2019 stood at 55%	Aug-22	DoRIKE & HoRE	Previous feedback from CEDARS and representatives on URCOG had suggested potential appetite for a university wide research event - was not taken forward at the time (impacted by Covid and uncertainties over in-person events, restructures etc). However, Schools run their own research groups (see above) and annual research days/Festivals'. Discussed again briefly at URCOG August 2023 - agreed would need further exploration and clarity re: purpose of event. Potential university-wide research event/awards being considered for forward action plan	No further action - School events activity to continue as business as usual. Potential researcher event (with a culture focus) now being explored as a new action for 2024-27 to support ECR1 (research culture focus).
		C: Run a researcher focussed one day event to be held within the period of the action plan to raise the profile of UoH researchers and build community.	>70% of researchers report feeling mostly or completely that they belong within the University Community. UoH Survey of Researchers 2019 stood at 55%	Dec-22	DoRIKE & HoRE	See above	N/A

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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	A: Our supervisor training includes updates on EDI: approximately 40 % of those eligible to supervise have undergone training in the last three years. Continue roll out of Supervisor Training.	80% of eligible supervisors to have undertaken supervisor training in the last three years.	Jun-22	DoGS & DoGES	76% of staff we know to have a PhD or equivalent have completed supervisor training at some point. Of those who have completed at some point, 84% are currently up to date with supervision training. (NB: some staff we know to have a PhD or equivalent will only have started recently and not had time to complete).	Target measure not quite achieved (based on Nov 2023 data) - action to be carried forward and will continue to be monitored by URCOG.
		B: Monitor internal examiner training to ensure that all eligible examiners are trained.	80% of those eligible to be internal examiners are trained.	Dec-24	DOGS	71% of staff we know to have a PhD or equivalent have completed internal examiner training at some point. Of those who have completed at some point, 55% are currently up to date with internal examiner training. (NB: some staff we know to have a PhD or equivalent will only have started recently and not had time to complete).	Target measure not yet achieved, but target date set for this was Dec 2024 - ongoing priority and will continue to be monitored by URCOG.
		C: The University Press publishes an undergraduate and taught postgraduate research journal Fields. To raise the profile of research only staff, a special issue is planned to highlight student collaboration with research only staff.	Special issue published	Jun-22	University Press & DoRE	First PGR-only edition of Fields (based on 2022 PGR conference), edited by DOGS and one of our PGRs, was published in September 2023 - https://www.fieldsjournal.org.uk/issue/106/info/ Second edition planned.	Completed. No further action (NB: a second edition is now being planned).
		D: A special issue of the University's Discover magazine to highlight the impact of research undertaken by research only staff	Special issue published	Jun-22	Marketing & DoRIKE	Researchers were identified to potentially profile within the magazine, but this magazine has now been discontinued.	No further action - magazine discontinued.
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Research integrity and EDI addressed above. Please see EC15-A, ECR1 actions, measures and accountabilities for further details.				N/A	N/A
ECR3	Take positive action towards maintaining their wellbeing and mental health	Wellbeing continues to be an area of focus, especially since the pandemic. People and Organisational Development and the HR Wellbeing team will continue to review and develop new and impactful courses and resources to support researchers' positive wellbeing and mental health.	CEDARS score maintained or improved for mental health/ wellbeing for both questions now Q41.4 and 41.5. 67% for 'your institution actively promotes the importance of good mental health and wellbeing of staff' and 52% for 'your working environment supports your mental health and wellbeing'.	Jan-24	HP&OD	We have a dedicated staff wellbeing team in HR Services who are committed towards best practice approaches related to supporting your mental health and wellbeing. The University is also now part of the Workplace Wellbeing Charter and are registered with The Mindful Employer, The Menopause Workplace Pledge and Henpicked. More information about this comprehensive wellbeing support for academics/researchers can be found here: https://staff.hud.ac.uk/hr/wellbeing/	Measure from CEDARS 2023 - 59% agree their institution actively promotes the importance of good mental health and wellbeing of staff (UK - 57%). 46% agree their working environment supports their mental health and wellbeing. Both of these scores have reduced since the previous CEDARS survey - which may reflect the timing of the survey (restructure/redundancies) - highlighting a need to further explore potential issues and promote the support and resources available amongst the academic researcher community. Overall commitment and ongoing activity/support to be carried forward (business as usual) - with additional specific new action to promote wellbeing themes
		B: Staff Wellbeing and Benefits Fair held annually.	Improved score in QoWL scores in May 2023 (when compared to our 2019 QoWL survey) for Mental Health and Wellbeing amongst our research only and mixed portfolio staff communities.	May-23	HoHR	Annual Staff Wellbeing and Benefits Fair held in June 2023 - there were 159 attendees and 33 of these were academic/research staff.	Measures from CEDARS 2023 - as above. No further action - annual fair will continue as business as usual.
		C: Mental Health awareness initiatives (learning lunches with different themes) run by OH for all staff to attend.	Improved score in QoWL scores in May 2023 (when compared to our 2019 QoWL survey) for Mental Health and Wellbeing amongst our research only and mixed portfolio staff communities.	May-23	HoHR	OH no longer run learning lunches as participation rates were very low - action stopped. Instead a range of other regular wellbeing initiatives such as book club, time-out sessions, staff choir, various staff support groups and specific events themed around particular initiatives are co-ordinated by our Staff Wellbeing Team.	Measures from CEDARS 2023 - as above. No further action - learning lunches were deprioritised during action plan period and replaced with alternative initiatives.
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	Existing mechanisms are in place for reporting research misconduct. We will also include Research Integrity in researcher Induction framework. See https://research.hud.ac.uk/strategy/concordat-research-integrity/	Monitor via CEDARS, target of 5% increase, Question 38	Mar-21	ADRES (was UREIC) & HoRE	The University are signatories to the Concordat to Support Research Integrity which also has its own action plans and reporting, see https://research.hud.ac.uk/strategy/concordat-research-integrity/ . Research ethics and integrity section added to academic induction webpages - to be developed further in line with review of research integrity.	CEDARS 2023 measures - research integrity scores in CEDARS are slightly lower than 2021, but wider work is now underway to review research integrity processes university-wide (carried forward) - I am familiar with my institution's mechanisms to report incidents of misconduct - 70% (was 75.5%) - I would feel comfortable reporting any incidents of research misconduct - 78% (was 80.1%) - I trust my institution to investigate any reported incidents of research misconduct fairly - 75% (was 81.4%).
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Institutional Survey and focus groups have provided rich data on research environment and culture. We will continue to Run Institutional Survey and focus groups. Institutional Survey to include a question which enables reporting from: PGRs; staff doing a PhD; research only staff; and mixed portfolio staff.	Maintain or improve response rate for Institutional Survey for research only and mixed portfolio staff.	Aug-22	DoRIKE	We moved from the QoWL survey to CultureAmp as platform for our institutional survey in 2022 so this is now a different process. The action to use insight from surveys etc to inform policy and practice will continue. The 2022 Culture Amp response rate was 44% for research staff (n=65) and 68% for academic staff (n=533), higher than our 2023 CEDARS response rate of 16%. Our next CultureAmp survey is due in 2024.	No further action - survey approach has changed, engagement with researchers to develop and continue as per EC16 within forward plan.
Employment Institutions must:							
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	All managers that are involved in Recruitment and Selection activities including drafting job adverts, shortlisting and interviewing are required to undertake online Recruitment and Selection training and Unconscious Bias training. No additional actions planned at this time.				N/A	N/A
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	A: Induction scores in CROS 2019 show improvement, but not yet at 2019 target of 80%. We will make further improvements to induction processes, including targeted support for those in research only or mixed portfolio roles. P&OD to make improvements to the University-wide Induction, the HoRE to researcher specific local induction requirements.	CEDARS (2023) scores for induction improve by 5%, Question 19. In 2020, institutional induction was at 61%; in 2021 65% (now Q20).	Dec-21	HP&OD & HoRE	In June 2023, we made significant improvements to the overall University-wide Induction process. This includes a feedback and monitoring loop (for each School and Service) to help share good practices, and make improvements to how staff are being inducted. Our induction for academics/researchers is designed to help new starters settle into their new role and learn about relevant policies and practices. This new induction for process is made up of 3 distinct parts: the University Induction; the School 'Local' Induction; and a specific Academic Induction.	Measures from CEDARS 2023 - satisfaction with induction: 61% found institution level induction useful, 75% found department level induction useful and 68% found induction local to their current role useful. No further action - induction to continue to be rolled out as business as usual and effectiveness monitored as E12 measure within forward plan for 2024-27.
		B: The process of developing the researcher induction framework raised some awareness of current provision but has also identified gaps. We will disseminate researcher induction framework following February 2020 focus group and subsequent revisions.	CEDARS (2023) scores for induction improve by 5%, Question 19. In 2020, institutional induction was at 61%; in 2021 65% (now Q20).	Mar-22	HoRE	Consultation with ADRES, P&OD, members of RIKE completed to support the development of academic induction. Academic Induction 'doorway' was added to website in 2023.	Measures from CEDARS 2023 - satisfaction with induction: 61% found institution level induction useful, 75% found department level induction useful and 68% found induction local to their current role useful. No further action - as above.
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	A: The institutional survey indicates that there is a lack of transparency around pathways to promotion. Strategy map theme 'People First' includes aim to recognise contribution and provide a fair and motivational framework to ensure colleagues' engagement for continuous improvement. Work is being undertaken on identifying the expectations of our Researchers at the various stages of their career and this will help to define clearer pathways for progression and promotion opportunities.	Monitor through CEDARS with a target of 5% increase, Question 16. 2020, 16.a was at 55%; in 2021 at 58% (now Q17.1a)	Apr-24	HoHR	HR have reviewed the job descriptions and person specifications for the different research roles. HR has also worked with one area of the University to develop an internal promotions process which is specific to their environment and requirements. The next step is to consider alternative proposals for other areas of the University.	Measure from CEDARS 2023: 56% agreed that the promotion pathways and processes at their institution are clear to them. Ongoing priority (to April 2024)
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	All our managers to achieve Chartered Manager status or registered on management and leadership programmes in order to become Chartered Managers. This will be achieved through a series of CMI-accredited management and leadership programmes.	All (100%) of our managers having achieved Chartered Manager status or registered on management and leadership programmes in order to become Chartered Managers. Completion rates for the percentage of people managers who manage researchers, both across the University as a whole, as well as from each School and Service, to be included in the URCOG Annual Report.	Jan-24	HP&OD	We provide a range of people management training opportunities for managers of academics/researchers and equivalent. All managers of academics/researchers complete either our CMI Level 7-accredited Strategic Leadership Programme or CMI Level 5-accredited First Line Management Programme.	In total, since 2018, 123 academic manager have completed our CMI programmes and become Chartered managers. Carried forward/ongoing priority - all university managers to achieve Chartered status.
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	Institutional Survey and focus groups indicated mixed use of sabbaticals. We will review the University's approach to sabbaticals for research staff and to determine best practice approaches across the Institution.	Recommendations submitted to University senior leadership team for consideration.	Dec-22	DoHR	University wide sabbatical guidance updated January and August 2023 (researcher-specific). School-specific guidance updated in line with SLT recommendations.	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	All actions in previous HREIR action plan for this criteria satisfactorily met. No further actions planned on the current HREIR action plan.				N/A	N/A
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	A: Representation of early career researchers in university committees is not well documented. We will conduct review of representation of early career researchers across all university research and School research committees and disseminate findings with a view to sharing best practices.	Raised awareness of opportunities for researcher voice (especially those in the early stage of their career)	Dec-21	URCOG and Chair URCOG	URCOG and Graduate Board now have ECR representation. Range of opportunities also available within Schools - for example ECR reps in research centre leadership (Health & Human Sciences)	No further action
		B: Review of Terms of Reference for Graduate Board, University Research Committee and URCOG to identify roles where early career researchers can have meaningful input, and ensure that those on research only and mixed portfolio contracts are represented in appropriate fora.	Researchers at all stages of their career are represented in institutional research committees.	Apr-22	PVC (RIKE) & DoHR	See above	N/A
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	N/A	N/A	N/A	N/A	N/A

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EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	N/A	N/A	N/A	N/A	N/A	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	N/A	N/A	N/A	N/A	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	N/A	N/A	N/A	N/A	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	All managers that are involved in Recruitment and Selection activities including drafting job adverts, shortlisting and interviewing are required to undertake online Recruitment and Selection training and Unconscious Bias training. No additional actions planned at this time. See EI4-A and ECR1-A					N/A
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	A: Grant funding requirements are monitored by the Pre and Post-Award teams in Research & Enterprise. Research and Enterprise will run workshops and offer 1:1 support on funding opportunities, bid writing and grant reporting.	Increased bid submission and success rates, monitored by RIKE (was R&E) and Schools) and inline with KPIs in the University strategy (negotiated by School).	May-24	DoRIKE & ADRES	Pre- and Post- Award now a combined Research Services offer within RIKE following restructure, with improved monitoring of bids and monthly reporting. RIKE's Professional Practitioner Programme (new for 2023-24) is a programme of short lunchtime sessions that aims to build knowledge and skills in key areas of research, innovation and knowledge exchange for academic research staff at all levels from early career researchers upwards. Sessions cover different aspects of the finding lifecycle including finding funding, proposal development and grant management.	RIKE data shows an increase in both bids submitted and awarded between 2022 and 2023. Ongoing priority (to May 2024).
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	Please see EC14 actions, measures and accountabilities for further details.					
EM4	Actively engage in regular constructive performance management with their researchers	A new Academic Appraisal process is moving online in April 2022 and will help ensure all managers have regular performance and development conversations with their researchers and set clear development plans and targets.	Monitor through CEDARS with a target of 5% increase, Q) 20a 'How useful did you find your staff review/appraisal?' was at 59% in 2020	Jan-24	HP&OD & HoHR	All managers of academics/researchers are required to have an annual appraisal (P DPR) and 6-month review, providing an opportunity for academics/researchers to discuss their performance and career aspirations in general. The annual P DPR is supported through regular 1:1's, team meetings etc.	Measure from CEDARS 2023 - 85% said they had participated in staff appraisal/development review in the last two years. 58% of these said they had found it useful. Carried forward - specific action/measure to monitor P DPR completion rates.
EM5	Engage with opportunities to contribute to relevant policy development within their institution	A: Researcher representation is not well documented. We will review membership of relevant University and School Research Committees to ensure appropriate representation across the researcher life cycle	Opportunities included in induction framework and disseminated to managers.	Jun-22	URCOG	As per EI7, URCOG and Graduate Board now have ECR representation.	
		B: Explore the possibility of establishing research related networks around particular areas of relevance for researchers	Monitor through CEDARS with a target of 5% increase, Question 41.4, now Q 42.4 and score for the 'extent to which you feel included in your immediate research environment/group?' is at 73% (2021).	May-24	PVC (RIKE), ADRES & DoGS	Schools are active with research seminars, reading groups etc through their local research centres and communities of practice (based on feedback received via an URCOG review undertaken July-Aug 2023) and many also run annual research events locally. The School of Computing & Engineering have recently (July 2023) launched an ECR network. A committee has been established, with plans for monthly ECR network meetings and a forward plan of activities. We are also exploring opportunities for further networking university-wide, with ECRs identified as a priority sub-group within building a wider researcher/forum network (online initially).	Measure from CEDARS 2023: 68% said they felt included in their immediate research environment/group. Ongoing priority (to May 2024), network element now feeding into wider culture action (ECR1) for forward plan.
		C: Run focus groups following the Institutional Survey planned for 2022	Monitor through CEDARS with a target of 5% increase, Question 15.7, 'To what extent does your institution value the contributions that you make to institutional policy and decision-making?' stood at 26% in 2020.	May-22	DoRIKE & DoHR	Survey platform changed in 2022 and focus groups not run - but we will continue to use insight from surveys and follow up with focus groups where appropriate to support our planning and activities.	Measure from CEDARS 2023 - 32% agreed that their institution values the contributions they make to institutional policy and decision making (NB 20% gave a N/A response to this question). No further action - approach to engagement with researchers to develop and continue as per EC16 within new action plan.
		D: Delivery of Public Impact & Engagement events.	Monitor through CEDARS with a target of 5% increase, Question 33.4. In 2020, 35% reported they had carried out public engagement activity, 48% reported they would like to.	May-22	Interim DoRE (Enterprise)	See below	See below
		D: Delivery of Public Impact & Engagement events.	Monitor through CEDARS 2023 with a target of 5% increase, Question 33.4. In 2020, 35% reported they had carried out public engagement activity, 48% reported they would like to.	May-23	Interim DoRE (Enterprise)	PE Strategy in place to encourage activity, including implementation of seed fund. PE budget supports delivery of school-based events, including successful activities in 2022-23. Group met to discuss PE training needs and the PE Manager is putting a training programme in place, to include in-person and digital materials. 'Intro to PE' sessions scheduled for academic year 2023-24 (Nov 2023, Feb 2024 and July 2024), to be developed into fuller programme for 2024-5.	Measure from CEDARS 2023: 38% (n=41) said they have done some public engagement activity and a further 47% would like to do this for the future. No further action - though the PE work will continue as business as usual.
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Reporting to line managers and through P DPRs (Appraisal). No additional actions planned at this time.					N/A
ER2	Understand their reporting obligations and responsibilities	Reporting to line managers and through P DPRs (Appraisal). No additional actions planned at this time.					N/A
ER3	Positively engage with performance management discussions and reviews with their managers	Reporting to line managers and through P DPRs (Appraisal). No additional actions planned at this time.					N/A
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Please see EI2-B actions, measures and accountabilities for further details.					N/A
Professional and Career Development Institutions must:							
PCD1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	A: A gap analysis to identify current provision for at the induction stage for researchers has been completed, for those new to the role, new to the institution, or both. The resulting framework will inform researcher development initiatives for existing staff. We will review researcher development opportunities for staff, identify gaps, and make recommendations.	Recommendations disseminated through URCOG	Mar-22	HoRE	Academic Researcher Development Manager appointed (started in June 2023) to support this specific commitment to researcher development. An overarching framework of five core themes for Huddersfield Researchers has been proposed to provide a structure for considering development, and planning and communicating opportunities. Working with colleagues in RIKE and POD to start to develop a programme of activities and resources to support these themes, also mapped to Vitae's Researcher Development Framework.	Measure from CEDARS 2023 - 15% said they had undertaken ten or more days of development in the past 12 months. CEDARS also showed that the most common themes for CPD already undertaken amongst our managers of researchers were recruitment & selection (87%), supervising doctoral researchers (85%), and equality, diversity and inclusion (85%) - reflecting elements of this action plan. The area they would most like to undertake further development in is leading a research group (45% would like to do this) - opportunities for this are available via our Autumn 2023 leadership programmes. Carried forward - with some specific new actions to support this obligation identified for forward plan 2024-27.
		B: Develop a system for tracking CPD days, including evidence of uptake.	All research staff to have an annual P DPR (appraisal) and action plan disseminated to senior staff	Apr-22	HP&OD & HoHR	Tracking is available via our online P DPR (appraisal) system, rolled out from June 2022. Action complete.	Internal system data (shared at URCOG Aug 2023) showed that 52% of academic and research staff (302 staff) had engaged with appraisal since 01/06/2022 (76% of academic staff and 21% of research only staff). Of those 302, 5% said they had spent 10+ days on training and development. However, most had not answered this question. Measure from CEDARS 2023 - 15% said they had undertaken ten or more days of development in the past 12 months. No further action - but we will continue to monitor 10 days via surveys and internal P DPR CPD data.
PCD2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	A: P&OD to provide a wide variety of training, both face-to-face and online, courses and resources. P&OD will review take up by our research only and mixed portfolio staff communities in 2021, and plan to increase engagement if needed.	Monitor through CEDARS with a target of 5% increase, Question 30 & 30.a	Feb-21	HP&OD	A range of learning opportunities, useful information and resources to help managers of academics/researchers to have talent conversations and career development reviews with their staff - available via My P DPR and Talent Hub webpages.	Measure from CEDARS 2023 - 38% said they had a regular formal career development review with their manager/supervisor, either separately or as part of their appraisal/development review. No further action - business as usual.
		B: We must monitor progress through improved feedback and evaluation of P&OD offer. To do so we will gather metrics about satisfaction levels, change stories, impact and engagement with learning from our researchers. This will be included in the URCOG Annual Report.	Report disseminated to relevant committees, including URCOG	Mar-22	HP&OD & HoRE	Reporting on engagement with training, career development opportunities and engagement with P DPRs (Appraisals) undertaken and included in the last URCOG Annual Report.	No further action - URCOG annual report continues as business as usual.
		C: Develop a system for ensuring all staff have career development conversations with their line managers.	All research staff to have an annual P DPR (appraisal)	Apr-22	HP&OD	All managers of researchers are required to have an annual appraisal (P DPR) and 6-month review, providing an opportunity for researchers to discuss their performance and career aspirations in general. The annual P DPR is supported through regular 1:1's, team meetings etc.	System development action complete. Tracking is available via our online P DPR (appraisal) system, rolled out from June 2022. No further action .

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PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	We need to continue to develop initiatives to support researchers in their careers. To do so we will run Career Planning Workshops and the careers service will be actively promoted to research only staff who will be able to book a 1:1 career discussion, or careers coaching session with a fully trained careers consultant. These appointments are available both virtually and in person. .	Careers service now represented at URCOG and uptake on careers planning workshops by research only and mixed portfolio staff reported to URCOG.	Jan-24	HoCS	The Careers and Employability service offer academics and researchers the opportunity to engage in a range of careers related activities which includes: 1:1 bespoke careers appointments to explore career options; 24/7 access to a suite of careers resources and digital tools; purpose designed PGR Career Pathways resources produced with the researcher in mind. In 2023 the service launched the PGR Career Pathways project which enables academics and students to complete a questionnaire around their career planning and from the outputs then serves up relevant advice, weblinks and reflective self help guides.	Completed - no further action (advice/support is business as usual). Soft launch and rollout of the PGR Career Pathways tool to be carried forward as specific new actions within our forward plan.
		B: To ensure our academics are continually developed we host a Careers and Employability conference annually to which all research staff are invited.	Monitor through CEDARS with a target of 5% increase, Question 29	Dec-21	HoCS	Planning was scheduled for the 2021 Careers and Employability Conference, but this did not run due to Covid. Careers support provided as above.	No further action
		C: Relatively new researchers on research only contracts lack opportunities for peer support across the institution. Pilot intervention to build a self-sufficient network of researchers who may understand and support each other's professional development with the aim of creating a legacy of individuals to lead on modelling good practice in relation to ongoing professional development across the University. To target research only staff in the first instance.	Initiative to include an impact report and recommendations for sustainability.	Jun-22	DoRIKE & HoRE	Specific university-wide initiative not planned/taken forward in 2022 due to restructure/capacity issues. However, the School of Computing & Engineering set up a peer-led ECR network in July 2023 - whilst still in the early stages of development, this initiative will continue to develop during the period of our next action plan (2024 onwards) and connections made with university-wide work.	No further action - peer support/network opportunities are now covered through ECR1 actions in our forward plan.
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	A: Promote the benefits of co-supervision for researchers' careers in all levels of supervisor training	Increase in co-supervision of PhDs by early career researchers	Oct-22	HoRE & DoGS	ECR supervision is being targeted through RDP scholarships (especially in Arts and Humanities) this coming year. We are teaming ECRs with senior academics who will act as mentors for the ECRs to enhance career progression and PGR supervisory capacity.	Work is in progress but remains ongoing - carried forward .
		B: Establishment of a network or networks of research mentors/ future research leaders, exploring both internal and inter-institutional options.	Network established	Jun-22	HoRE	Took part in a pilot inter-institutional mentoring network (Mid-Career Mentoring Network) during 2021-22. No longer in operation - but now focusing instead on our internal pilot programme for ECR mentoring (see below).	No further action - this specific external network is no longer running. Reprioritised to a new internal action.
		Participate in Phase 2 of Mid-Career Mentoring Network in 2022-23	Evaluation of mentoring network reported to URCOG, 50% increase in uptake by both mentors and mentees.	Jun-23	HoRE	Followed up in July 2023 - the above external mentoring network is no longer operational due to staff changes at a number of participating institutions (to revisit if re-established). Alternative action now in development to establish an internal mentoring network for a pilot programme specifically to support ECRs during the academic year 2023-24. Currently recruiting a pool of mentors as the first stage in this.	No further action (as above) - but new mentoring action will be included as part of PCDI1 in forward plan.
		F: Evaluate the strategy already piloted of requiring early career researchers to be part of supervisory teams on internal bids for EPSRC funded PhD scholarships; and make recommendations for widening the scope to other funding.	Increase in co-supervision of PhDs by early career researchers and included in URCOG Annual Report	Dec-22	DoRIKE	As per update above re: ECR supervision	
		Launch a new Leadership Programme for Research Leaders. The programme is a highly focused and practical two-day online programme, designed to develop the leadership skills of both research professionals and academics. Participants will discover how to build and lead a research team, run effective research team meetings, support individual researchers and help them develop their role as a team leader. This programme has been designed for those who have been appointed as principal investigators or who are currently leading small research teams (up to six researchers). Participants may have responsibility for leading contract research staff or postgraduate researchers, as well as technical and administrative support staff. It is ideal for those who have had little or no leadership development and want to grow into their leadership role.	New Leadership Programme for Researchers to be launched in 2022. Engagement amongst research only and mixed portfolio staff reported to URCOG.	Jan-24	HP&OD	The first cohort of Huddersfield participants for Research Team Leadership (RTL) completed the programme in Autumn 2022. Cohort 2 ran in Autumn 2023. Alongside RTL, we have added a Principal Investigator Leadership Development (PILD) programme, providing leadership development opportunities for researchers at different levels. Cohort 1 of PILD ran in Autumn 2023. Both the RTL and PILD programmes are facilitated by Advance HE. Researchers are also able to access the wider leadership & management development opportunities available university-wide (e.g. CMI programmes, e-learning).	Currently evaluating the 2023 programmes to support future planning/delivery - carried forward (as action to run further cohorts)
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	A: Offer secondments, partnership working and training through initiatives such as the Grow MedTech consortium and similar projects to industry, the third sector, the NHS, and government.	Achieve university internal targets for links.	Jun-24	DoRIKE	Knowledge Exchange Fellowships are funded through the university's Impact Acceleration Accounts (IAA). Fellowships (up to £10k) support secondment activities, where either a University of Huddersfield academic/researcher is seconded into an end-user organisation, or a member of a non-academic partner is seconded inwards to work on a University of Huddersfield project, while supervised by an academic. There have been two calls to date (closing Jan 2023 and April 2023), and two more are planned (closing Dec 2023 and June 2024).	Through the two calls to date we have funded 11 fellowships. Ongoing priority (to June 2024) - measure shows positive progress towards this.
		B: Offer workshops in the commercialisation of research.	Achieve university internal targets for links.	Jun-24	DoRIKE	Our new RIKE Professional Practitioner Programme (launched Oct 2023) includes a specific session on Intellectual Property (IP) and commercialisation in research. We are also using the University's UKRI Impact Acceleration Account (IAA) Programme to fund a series of workshops/training from Skillfluence (starting Nov 2023) which will cover some elements of this.	Ongoing priority (to June 2024) - in progress and workshops have now started.
		C: Support researcher participation in the 'Proof of Concept' competition.	Achieve university internal targets for links.	Jun-24	DoRIKE	The 'Proof of Concept' (PoC) scheme is funded through the university's Impact Acceleration Accounts (IAA). PoC supports early-stage exploitation of University of Huddersfield research to accelerate impact and societal benefit through engagement with external non-HEI partners. Our researchers are able to win funding through an internal competitive process. There have been two calls to date (closing Jan 2023 and April 2023), and two more are planned (closing Dec 2023 and June 2024).	Through the two calls to date we have funded 9 Proof of Concept projects. Ongoing priority (to June 2024) - measure shows positive progress towards this.
		D: Offer training and support on Intellectual Property.	Achieve university internal targets for links.	Jun-24	DoRIKE	Our new RIKE Professional Practitioner Programme (launched Oct 2023) includes a session on IP and commercialisation in research. UK Intellectual Property Office online training provision also available - resource promoted as part of wider researcher development information.	Ongoing priority (to June 2024) - workshops have started.
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	A: Responsibility for recording development is devolved to Schools. Once the new academic appraisal scheme is fully embedded, Schools to monitor engagement of researchers with continuing professional development.	Report to URCOG and feed into annual report	Oct-22	ADRES	Academic PDPR process now online. Action complete.	No further action
		B: On-track, the Academic PDPR process is moving online, due to be launched April 2022. As part of this transition we will update the PDPR guidelines and any relevant documentation to include prompts for researchers line managers to review the quality and quantity (10 days) of researcher CPD days. Our action is a formal review of researcher CPD days to be considered for inclusion in academic appraisals at next iteration.	Report on completion rates to URCOG and feed into annual report	Sep-23	HP&OD	Academic PDPR process now online. Action complete.	Monitoring via this system will now continue as an ongoing priority - as reflected in our forward action plan.
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	N/A	N/A	N/A	N/A	N/A
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	N/A	N/A	N/A	N/A	N/A	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	N/A	N/A	N/A	N/A	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	Please see PCDI6 B actions, measures and accountabilities for further details.					See above
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	Mentoring for researchers is highlighted as a priority from the Institutional Survey. We will disseminate best practice around research mentoring.	Monitoring through Institutional Survey questions around mentoring and focus groups.	Jun-24	ADRES, HoRE & HP&OD	Wider organisational review of Coaching & Mentoring (C&M) completed, new university strategy for C&M developed by P&OD. Researcher mentoring is working well in some Schools, now also exploring a university-wide approach and developing a pilot programme for ECR mentoring for academic year 2023-24 (to take forward as an action for new plan). Although most C&M relationships tend to be informal (as per our Strategy) we also have the following 'formal' C&M relationship, coordinated centrally for academics, 11 Academic Mentors, 12 Academic Mentees and 9 Academic Coaches.	Ongoing priority (to June 2024) - mentoring continues as business as usual, with specific new action to support ECR mentoring (university-wide pilot scheme) now underway.
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	Please see PCDI1 A - C actions, measures and accountabilities for further details.					

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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	Please see EI4-A actions, measures and accountabilities for further details.					
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Please see PCD1 A - C actions, measures and accountabilities for further details.					
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	B: Review training offer to researchers.	Report and recommendations shared at URCOG.	Mar-21	HoRE		
		Review training offer to researchers.	Report and recommendations shared at URCOG.	Jun-22	HoRE	New Academic Researcher Development Manager in post from June 2023 - current offer and approach reviewed, with five core learning and development themes plus wraparound support agreed as overarching framework for planning and communicating RD activity. RIKE colleagues with involvement in any training activity now meeting monthly to support co-ordination.	No further action - review informed RD themes.
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	Please see PCD1 A - D actions, measures and accountabilities for further details.					
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	Please see PCD4; EI4; EI5 ECR1 actions, measures and accountabilities for further details.					
PCDR4	Positively engage in career development reviews with their managers	Please see PCD5 A - D actions, measures and accountabilities for further details.					
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Eligible academics, or those researchers who wish to develop their leadership skills further attend our CMI accredited management and leadership programme, or other programmes aimed at developing researcher leadership skills	All (100%) of our managers having achieved Chartered Manager status or registered on management and leadership programmes in order to become Chartered Managers.	Jan-24	HP&OD	We provide a range of leadership development opportunities for academics/researchers, including the research team leadership programme and Principal Investigator programme.	Chartered status for all university managers is an ongoing priority .
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	All P&OD and PGR training is mapped against the Researcher Development Framework. However, awareness of the tool for planning professional development could be improved amongst researchers. We will create induction and training frameworks to be aligned with the Researcher Development Framework and development opportunities.	Frameworks available on University website and information about them disseminated to researchers.	Dec-21	HoRE	The teams within RIKE support researchers with research, innovation and knowledge exchange activity. Our new RIKE Professional Practitioner Programme (PPP), launched in October 2023, also provides opportunities for people to build their knowledge and skills in key areas of the wider research system. This PPP forms part of our researcher development offer.	Mapping complete - no further action . As highlighted above re: wider research system activity, we have funded 11 Knowledge Exchange Fellowships and 9 Proof of Concept Projects.

* 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 activities: postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.