

HREiR Action plan template - 20/21



HR EXCELLENCE IN RESEARCH

Details		The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Institution name:	Bath Spa University	Audience	Number of	Comments
Cohort number:	4	Research staff	9	This is a mix of fixed term contract researchers (FTCR - 3) and postdoctoral researchers on research
Date of submission:	28 January 2022	Postgraduate researchers	N/A	PhD students are not part of this review, although there are overlaps with the Researcher Development
		Research and teaching staff	470	All academic staff at Bath Spa have teaching and research contracts
		Teaching-only staff	N/A	Associate Lecturers are able to access the RDP, but are not included in this review
		Technicians	N/A	We do not yet include our technicians in this process, but are working towards the Technicians
		Clinicians	N/A	
		Professional support staff	N/A	Our Impact Research Fellow is included in the research group above
		Other (please provide numbers and details):	N/A	

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Old Concordat principle and clause	
<b>Environment and Culture</b>								
<b>Institutions must:</b>								
ECI1	Ensure that all relevant staff are aware of the Concordat	Staff are introduced to the Concordat at the Research Induction sessions, and details are circulated regularly in the Research newsletter. <b>ACTION AGREED: Develop a communication and advocacy plan to take part in the CEDARS survey. Evaluate results of this to identify impact and actions to inform our policy and practice. Feedback to research staff through this process.</b>	Town hall and comms strategy put in place for Autumn 2021. Initial target of 50% staff engagement in 21/22 CEDARS, followed by a discussion of the results at Research Leaders meeting and at a bespoke meeting with Research Staff.	Spring/ Summer 2022	RSO	The 2023 CEDARS process has not yet been published. The University is currently undergoing a review of its research areas, therefore it may not be an appropriate time to launch CEDARS - action delayed until 2022/23 when the future shape of research at the University is known. Delay advocacy until Autumn 2022, and engagement at 50% in 2022/23 survey process.	ACTION CARRIED FORWARD	New
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	All policies are published on the website and intranet, and inclusivity, transparency and equity are embedded within our REF Code of Practice. The University has an E&D policy and is working towards Athena Swan accreditation. There is an all staff induction and a research induction for new staff which introduces them to Bath Spa policies when they join the institution. Online induction sessions have been launched as a result of C19 and materials are being developed that staff can access through the intranet. University is working towards Athena Swan accreditation. <b>ACTION AGREED: Research induction materials to be made available to all staff on SULIS intranet from Jan 2021.</b>	Target of 70% of new staff to attend a research induction session, and all materials to be online by Jan 2022.	Jan 2021	RSO	The SULIS pages have been updated to include induction materials. An average of 40% of academic staff invited attended a session across the 2019-2021 period.	ACTION COMPLETED	P2.1 P6.8
ECI3	Promote good mental health and wellbeing, for example through 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	There are university policies in place relating to employee wellbeing, equality and harassment that are available and disseminated to all staff. Adherence and experiences of the impact and effectiveness of these are monitored through annual staff surveys. The WLP is still in pilot phase and is in development, with tariffs to be agreed at School level. The Researcher Development programme runs sessions on mental health and wellbeing and these are offered to academic staff, researchers and PhD. The University also subscribed to a Lifeworks programme which is available to all academic staff. <b>ACTION AGREED: WLP and workload tariff to be implemented across the university by end of 22/23 academic year. Mindfulness sessions, online provision, and a new room for staff in main house all support wellbeing initiatives. We will link in with PVC (Student Experience) on the university wide wellbeing initiatives and explore and develop opportunities for management training in this area.</b>	Mindfulness podcasts 'mindful moments' to be launched in Autumn 2020.  WLP tariffs to be piloted and launched by start of 21/22 academic year.	Autumn 2021  October 2021	RDM  PVC AP	The mindfulness podcasts were refreshed for 2021/22 and have been launched. A series of workshops to support staff was held across the Autumn and are currently being evaluated (Nov 21). The WLP tariff pilot is underway and will be reviewed at the end of 2021/22.	ACTION PARTIALLY COMPLETED	P6.9
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity, wellbeing and mental health	There is a range of Line Management training on offer at the University, and a Line Managers Forum to develop a leadership community to discuss these issues as well as management issues more generally. REF E&D training has been put in place for all those involved in the identification of staff and outputs. <b>ACTION AGREED: Work with HR to ensure that training and development opportunities are disseminated to all research staff, and to monitor completion rates of mandatory training.</b>  One of the key themes of the 2021 Professoriate is on wellbeing, and how to support this across our leadership community	60% of staff have completed the on-line E&D training modules on unconscious bias and equality and diversity.	31/07/2021 and April 2021	HR/RSO	As of November 2021, completion rates are as follows: Unconscious Bias - 55%. Equality and Diversity training - 64%. The Professoriate was held in April 2021 and was focussed around the topic 'Learning for the Future'. This included a session on Professorial Wellbeing: Responding, Learning and Sharing.	ACTION COMPLETED.	P2.3

ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	The University has a Code of Good Practice for Research, and sets out how it complies with the UJK Concordat to Support Research Integrity in its Approach to Research Integrity and Ethics. All academic staff are required to complete a mandatory on-line research integrity training programme. The University complies with the Concordat on Research Ethics and Integrity, and reports annually to the Board of Governance on progress against its principles. There is an academic misconduct policy which is currently being refreshed in line with the new Concordat and UKRI updated guidance, and sits within the University's Capability and Conduct Policy. There is a University Ethics Panel (UEP) with representation across all academic schools, and an external member - this reports to the University Research and Ethics Committee. HoS work closely with ethics lead and reviewers in their own schools and allocate workload to lead and reviewers. UEP: Two tier oversight of ethics and integrity: REC and UEP. Each have an external member. UEP: Adopting new 'standard' set by UKRIO and ARMA. <b>ACTIONS AGREED: There will be a new suite of on-line materials launched in 20/21 and staff will be encouraged to complete this as part of their refresher training.</b> - Workshops for academic staff will be embedded as part of this process. - Academic misconduct policy to be revised in line with new UKRIO guidelines.	Launch of new programme and target of 60% completion by 31 July 2022 and 98% completion by end of July 2023  Workshops on 'Research Ethics' available to all staff and PhD researchers, with bespoke follow-up workshops available to UEP and to Ethics Reviewers in Schools.  Academic Misconduct policy to be approved by 31 July 2022.	31 July 2022 31st July 2023  April 2021  31 July 2022	RSO	Roll-out of ethics training is ongoing, supported by a series of workshops. This includes an induction for academic staff, and a workshop for PhD students, which will be repeated in Spring 2022. The review of the Academic Misconduct policy was delayed, and will be completed by the end of the 21/22 academic year. Owing to a number of reasons, we have not enforced mandatory ethics training this year. Stats will be compiled for the annual report to Board of Governors in June 2022. Enhanced ethics training is being planned for staff and PhD students and supervisors in May/June 2022, using additional HEQR funding ring-fenced for this purpose.	ACTION PARTIALLY COMPLETED	P6.1
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	The Research and Ethics Committee meets 4 times per year and discusses these issues. Membership includes representatives across our researcher community (ECR/Reader/Mid-Career Researcher and Professors). There are termly meetings with the Research leadership community to discuss issues around research environment, culture and strategy, and this is a regular topic of meeting with our Unit of Assessment Leaders for REF. We have not set up a Researchers Forum for our Research Only/Fixed Term Contract (FTC) staff due to the small numbers involved, but we engage with them directly on a range of issues through training and development, and one-to-one consultations. There is FTC research staff representation in the HR Excellence in Research working group. <b>ACTIONS AGREED: Take part in the combined CROS/PIRLS (CEDARS) survey and evaluate results of this to identify impact and actions to inform our policy and practice.</b>  An annual meeting for FTC and research only staff will be set up to discuss relevant issues and to feed into the Concordat review to assess how they can best engage with research initiatives across the university, and will inform the bespoke training that is put in place through the Researcher Development programme. Will also explore opportunities for more informal networking.	Initial target of 50% staff engagement in 21/22 CEDARS, followed by a discussion of the results at Research Leaders meeting and at a bespoke meeting with Research Staff  Annual meeting for 2020/21 set up for June/July 2021  The Network' bespoke series of online workshops on topics chosen by the FTC cohort is running throughout 2020-21 which offers an important place for networking across BSU. Continue this in some form for 2021/22	Spring/ Summer 2022  July 2021  2020-21	RSO	CEDARS has been delayed until the next round as set out above. PVCRE has met with FTC research staff and this will be an ongoing event. The Network' is being run now by the FTC researcher community and they have been allocated a small budget to support their development. A new ESR network has been put in place for 2021/22 academic year, supported by external facilitation. Evaluation of the ESR network and the FTC network will take place in the summer to inform the 2022/23 programme. HRExWG will review CEDARS outputs to inform advocacy work for the 2023/24 survey.	ACTION COMPLETED	P6.10 P7.5
<b>Funders must:</b>								
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements. <b>ACTION AGREED: Work with reseach leads to ensure that all staff are aware of funding opportunities, and are supported to apply where appropriate</b>	1-2 funding workshops to be offered as part of RDP each academic year	31 July 2022	RSO	Research funding workshops are ongoing, with a one day event scheduled for March 2022, facilitated externally. A series of sandpits and workshops to facilitate interdisciplinary working are being developed to support new research priority areas. but this has been delayed by the review of research across the university.	ACTION PARTIALLY COMPLETE	P6.6
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	<b>ACTION AGREED: Work with HoS and HR business partners to explore flexible working patterns as part of bid development and approval processes</b>	Equality Impact Assessment to review staff undertaking research bidding activities to be developed, with an EIA annual review to include analysis of PT staff and positive actions identified	20/12/21 and then annually	RSO/HR	Research E&D group was relaunched in Jan 2022 to review outcomes of EIA, and this group will meet on a termly basis.	ACTION COMPLETE	New
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	<b>ACTION AGREED: Equality Impact Assessment to be developed to review staff who apply for funding opportunities, and action plan developed to address any positive action</b>	EIA to be developed to assess research activities undertaken by academic staff to identify positive actions that can be taken to promote E&D across our research environment, followed by an annual review	20/12/21 and then annually	RSO/HR	Research E&D group was relaunched in Jan 2022 to review outcomes of EIA, and this group will meet on a termly basis.	ACTION COMPLETE	P6.6
<b>Managers of researchers must:</b>								
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	The University has a suite of on-line training which all managers are required to complete. Equality & Diversity training was also put in place for all those involved in the identification of staff and outputs for REF. <b>ACTIONS AGREED: HR to track completion of these on-line modules through new system in 20/21</b> - Launch of new annual Research & Enterprise Leadership Programme which covers these topics and supports the development of a cross-university cohort of research leaders with the opportunity for them to shape the research culture and environment at BSU	60% of staff have completed the on-line E&D training modules on unconscious bias and equality and diversity  First cohort 2020-21	31/07/2022  30 June 2021	HR/RSO	Review of on-line training will be undertaken by UEP, followed by a comms strategy to enforce compliance. The first cohort of the R&E Leadership programme was presented to SLG in July 21. It has been agreed that this will be a programme that is launched every two years, to allow the new leaders a year to embed their learning and practice. Analysis of training to be undertaken in Feb 2022 for review by UEP, and to inform annual report to BoG. 1st cohort of R&E Leadership programme complete. Next	ACTION PARTIALLY COMPLETED	New

ECM2	<i>Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct</i>	The University undertakes a staff survey each year which allows staff to flag up any areas of concern. We are also intending to participate in the new joint CEDARS survey next year which addresses some of these issues. Researchers are required to undertake annual appraisals which gives them the opportunity to discuss any ongoing concerns. The University also has an academic misconduct policy which sets out how the university responds to any issues raised. <b>ACTIONS AGREED: There will be a new suite of on-line Research Integrity &amp; Ethics materials launched in 20/21 and staff will be encouraged to complete this as part of their refresher training.</b> - Workshops for academic staff will be embedded as part of this process. - Launch of new annual Research & Enterprise Leadership Programme which covers these topics and supports the development of a cross-university cohort of research leaders with the opportunity for them to shape the research culture and environment at BSU	Launch of new programme and target of 60% completion by 31 July 2022 and 98% completion by end of July 2023  Workshops on 'Research Ethics' available to all staff and PhD researchers, with bespoke follow-up workshops available to UEP and to Ethics Reviewers in Schools.  First cohort 2020-21	31 July 2021 31st July 2022  April 2021	RSO	As above. Research Integrity Training is ongoing, monitored by UEP. First cohort of R&E Leadership programme complete. Analysis of training to be undertaken in Feb 2022 for review by UEP, and to inform annual report to BoG. 1st cohort of R&E Leadership programme complete. Next cohort to commence in 2022/23 academic year.	ACTION PARTIALLY COMPLETED
ECM3	<i>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</i>	The University has in place a series of policies which address these issues - Harassment Policy, Grievance Policy, Capability and Conduct, and is developing its academic misconduct policy. Experience and compliance with these policies are monitored through the annual staff survey. This is evaluated and discussed at a Staff Survey Working Group and managers are required to put actions in place to address concerns raised. The university also has an employee wellbeing policy, and staff are encouraged to address any issues of concern on an ad hoc basis with their Line Managers, and through the annual appraisal process. <b>ACTIONS AGREED: Continue to publicise and disseminate policy and procedures in this area and monitor impact and effectiveness through the annual staff survey.</b> - New academic misconduct policy to be introduced through meetings with research staff in schools through a staff consultation process. Bullying and Harassment policy to be reviewed in line with particular needs of research only staff (in relation to Line Management) - Launch of new annual Research & Enterprise Leadership Programme which covers these topics and supports the development of a cross-university cohort of research leaders with the opportunity for them to shape the research culture and environment at BSU	Academic Misconduct policy to be approved by 31 July 2022.	31/07/2022	RSO	This has been delayed but discussions will commence with the new legal counsel once appointed in January 2022.	NOT YET COMPLETE
ECM4	<i>Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers</i>	The University has flexible working and job sharing policies, and a flexi working scheme which is open to all staff. Discussions take place between the postaward team and PIs if researchers require special working arrangements, and these are considered in line with funder terms and conditions where appropriate. <b>ACTIONS AGREED: Continue to work with HR to ensure that training and appropriate arrangements are disseminated to all research staff. Access to work issues and inclusivity to be incorporated as part of this process e.g. those raised by the Disabled Staff network. Line Managers of FTC researchers in particular to be trained in these issues.</b> - Launch of new annual Research & Enterprise Leadership Programme which covers these topics and supports the development of a cross-university cohort of research leaders with the opportunity for them to shape the research culture and environment at BSU	Equality Impact Assessment to review staff undertaking research bidding activities to be developed, with an EIA annual review to include analysis of PT staff and positive actions identified  First cohort 2020-21	31/07/2022 and annually thereafter  30 June 2021	RSO	Research E&D group was relaunched in Jan 2022 to review outcomes of EIA, and this group will meet on a termly basis. 1st cohort of R&E Leadership programme complete. Next cohort to commence in 2022/23 academic year.	ACTION PARTIALLY COMPLETED
ECM5	<i>Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution</i>	The Pro-Vice Chancellor (Research & Enterprise) chairs a termly Research Leaders meeting, where these sort of issues are discussed. Researchers are also represented on the Research and Ethics Committee, and town meetings are set up to deal with specific policy initiatives such as REF, and the development of the University 2030 strategy. Research Leaders are actively involved in the development of the 2030 Research Strategy, and in discussions around research environment and culture. <b>ACTIONS AGREED: Continue to roll out a range of focus groups to further develop the research strategy throughout 20/21 e.g. via town hall meetings for PGR students and staff constituencies. In particular these could address issues raised in the staff and CEDARS surveys.</b> - Launch of new annual Research & Enterprise Leadership Programme which covers these topics and supports the development of a cross-university cohort of research leaders with the opportunity for them to shape the research culture and environment at BSU	Research Strategy Town Hall meeting to be arranged for January 2021 to consult on final version of 2030 research and enterprise strategy  First cohort 2020-21	01/01/2021  30 June 2021	PVCRE	Research Strategy has been approved and is now live on the University website. First cohort of R&E Leadership programme complete.	ACTION COMPLETED

New

P6.9

New

New

ECR1	<i>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</i>	Researchers are encouraged to join a Research Centre or Group which best represents their area of research expertise, and to take part in its activities. These include seminars, talks, workshops and grant writing meetings. There is a research mentor scheme in place to support Early Stage Researchers (ESRs) and three Strategic Research Leaders also mentor and support colleagues in their research activities. All new staff are invited to research induction events and there is a PGR student induction programme. The Researcher Development Programme is open to all academic staff and research students and offers an opportunity for staff and students to share good practice and engage with each other as part of their professional development. <b>ACTIONS AGREED: Strategic Research Centres to develop their leadership across the community, and in mentorship of new Research Centre leaders.</b> - Continue to provide ESR staff with mentors, and to embed 360 mentorship programme into R&E Leadership programme - The Researcher Development Programme continues to be open to all academic staff and research students and offers an opportunity for staff and students to share good practice and engage with each other as part of their professional development.	New annual scheme for ESRs launched October 2020 and is monitored across the year. RELP mentoring launched November and monitored until June 2021. This will be an annual ongoing process.  High levels of engagement with the workshops (online at present due to Covid) and continuing positive feedback	July 31 2022  reviewed annually- July 31 2022		New mentors and mentees have been allocated for the 2021/22 academic year. Owing to the vacancy of the Researcher Development Manager post, the 2021/22 programme is focussed around external facilitation of core developmental needs identified by researchers. Programme will be evaluated at the end of the academic year, to inform the 2022/23 programme.	ACTION COMPLETED	New
ECR2	<i>Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion</i>	All new academic and research staff are required to complete mandatory on-line research integrity training and are introduced to Code of Good Practice for Research as part of their research induction training. The University induction programme introduces staff to the equality policies, and there are a range of staff networks that staff can join to support Equality and Diversity across the Institution. These include: LGBTQ+ staff network, Disabled staff network, Women's staff network and a Global Inclusivity staff network. <b>ACTION AGREED: Continue to publicise and disseminate policy and procedures in this area and monitor impact and effectiveness through the annual staff survey. Line Managers actively encourage research staff to take part in these network groups. Promotion of network activities to be highlighted in Research and BSU newsletters</b>	Launch of new Research Integrity programme and target of 60% completion by 31 July 2021 and 98% completion by end of July 2022	31 July 2021 and 31 July 2022	RSO	New programme was launched but mandatory element was on hold due to the pressures of the pandemic. Progress against targets will be evaluated by UEP in Jan/Feb 2022. UEP to review progress and reinvigorate advocacy and enforcement of mandatory training	NOT YET COMPLETE	P6.3
ECR3	<i>Take positive action towards maintaining their wellbeing and mental health</i>	Bath Spa University is committed to providing a safe, healthy and environmentally friendly workplace for all its employees. The University recognises that this duty extends to employee wellbeing and that this includes stress and mental ill health at work. All staff have access to an independent and confidential counselling, information and advice service which is provided by Lifeworks at no cost to employees. <b>ACTIONS AGREED: Work with HR to ensure that training and appropriate arrangements are disseminated to all research staff.</b> - One of the key themes of the 2021 Professoriate is on wellbeing, and how to support this across our leadership community	Mindfulness podcasts 'mindful moments' to be launched in Autumn 2021.  Professoriat event to be held in April 2021.	Autumn 2021  April 2021	RSO	Mindfulness podcasts launched and workshops have taken place in Autumn 2021. Professoriat took place in April 2021. Programme is currently being reviewed for follow-up events.	ACTION COMPLETED	New
ECR4	<i>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</i>	The university has a whistle blowing policy and a complaints policy which enable staff to raise issues relating to the behaviour of staff or students. There is also a grievance policy and an academic misconduct policy, which set out how the university responds to complaints about its staff. <b>ACTION AGREED: Work with HR to ensure that training and appropriate arrangements are disseminated to all research staff. New academic misconduct policy to be introduced through meetings with research staff in schools through a staff consultation process. Bullying and Harassment policy to be reviewed in line with particular needs of research only staff (in relation to Line Management)</b>	Academic Misconduct policy to be approved by 31 July 2022.	July 2022	RSO	This has been delayed but discussions will commence with the new legal counsel once appointed in January 2022. Target of July 2022.	NOT YET COMPLETE	P6.9
ECR5	<i>Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution</i>	Researchers are encouraged to respond to consultations and attend town hall meetings related to discussions on policy development, research environment and culture. These are open to researchers working remotely so that they can share their views, and are recorded for staff unable to attend either in person or remotely. The University Research and Ethics Committee has elected representatives from across the research community, and research centres and groups are asked to report to REC on their activities on a bi-annual basis. <b>ACTIONS AGREED: Continue to roll out a range of focus groups to further develop the research strategy throughout 20/21 e.g. via town hall meetings for PGR students and staff constituencies. In particular these could address issues raised in the staff and CEDARS surveys.</b> - R&E Leadership cohort will present recommendations on improving research and enterprise culture at Senior Leaders Group at end of programme.	Research Strategy Town Hall meeting to be arranged for January 2021 to consult on final version of 2030 research and enterprise strategy.  SLG meeting in June 2021.	01/01/2021 and June 2021	RSO and PVCRE	Research Strategy approved and live on website. R&E Leaders presented their strategy to SLG in July 2021.	ACTION COMPLETED	P3.13
E11	<i>Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices</i>	There is clear guidance and support for the recruitment of staff, with an HR Business Partner designated to each academic school and professional service department to support the process. All job descriptions are HERAd to ensure they are at the appropriate grade, and the recruitment process is managed by the HR department to ensure equity and fairness for applicants. Shortlisting and interview decisions are recorded against an agreed template and feedback is available for any unsuccessful applicants. Recruitment training is available and all managers are encouraged to attend. All staff are required to undertake mandatory unconscious bias training on-line. <b>ACTIONS AGREED: Work with HR on any changes to recruitment processes to ensure that the needs of researchers are embedded within institutional policy. Internal recruitment processes should mirror external recruitment practices. RSO to work with HR to ensure that all new PIs are included in recruitment training, and to monitor completions rates for on-line training.</b> - Develop some E&D workshops for the research staff community.	Aim for 60% completion rates of the unconscious bias training by 31 July 2021.  Plan and run E&D training for researcher community in academic year 2020/21.	31 July 2021	RSO	Three workshops were developed with the Black South West Network (BSWN) on inclusion in research. It is hoped to continue this work into 2021/22 if funding can be secured. 55% completion was achieved for the Unconscious Bias training. Programme is being reviewed for additional events in Spring/Summer 2022 and 22/23 academic year.	ACTION COMPLETED	P1.2 P6.2 P6.7

E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	There is a general staff induction programme for all staff, introducing them to the University and its policies and processes. The Research Office also offers a research induction workshop for all new academic starters, in collaboration with Library Services. All new ESR staff are offered a research mentor, and have a discussion with their UoA Leader in relation to whether they can be identified as 'Significantly Responsible for Research' or an 'Independent Researcher' for REF purposes. <b>ACTIONS AGREED: Develop a virtual version of the Research induction programme, with interactive video links for the intranet for those that cannot attend. Offer follow-up one-to-one sessions with RSO staff where required.</b> - RSO staff to co-facilitate RDP workshops on relevant issues such as funding, bid development, project management etc	60% of new staff to attend virtual induction sessions on an annual basis.  At least 4 co-facilitated events to be offered each year.	31 July 2022	RSO	Research induction and training is ongoing, with workshops planned as part of the RDP this year. An average of 40% of academic staff invited attended a session across the 2019-2021 period. A project management workshop was held involving PhD and ESR staff, and an HEQR seed fund workshop. Funding workshop and impact evaluation events are planned for the Spring/Summer terms.	ACTION COMPLETED	P3.6
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	The University has an annual round of promotions to Readers and Professors in three routes: Research; Creative Enterprise and Innovation and Teaching and Learning. All pathways have clear criteria that are circulated to all staff, and promotion workshops are offered to all interested candidates at the start of each annual process. There is an annual VC Awards scheme with categories to recognise teams and individuals, and the research office has a regular newsletter that highlights research successes and achievements. <b>ACTIONS AGREED: Further develop coaching sessions for promotion pathways.</b> - Develop a spotlight section on the Research Newsletter for research staff. - Roll out Research Matters initiative to showcase research success across university.	One-to-one coaching meetings offered to those Research leaders who were unsuccessful in their applications for the R&E Leadership Programme but who intend to go for promotion in the next five years. All those successful applicants on the course will benefit from bespoke support in this area.  Spotlight at least 10 research staff across 2020-21.	31 July 2021	RSO	All unsuccessful candidates to the R&E Leadership programme were offered feedback by the PVCRE. We continue to showcase research success in the fortnightly research newsletter. Following a leadership workshop, coaching sessions have been made available for 10 staff. RSO continue to promote research activities, and to celebrate successes through the BSU and research newsletters, and news pages on the internal hub	ACTION COMPLETED	P2.6 P6.3 P6.4 P6.7
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	The University has a range of Management training in place, and has a Line Managers forum which encourages the sharing of good practice and promotes professional development. The RDP runs training workshops in research leadership and management, and in project management for PIs and Co-Is leading research projects. <b>ACTION AGREED: Review the leadership training programme and create a pathway specifically for research leaders in collaboration with PVC External in collaboration with the creative leaders network</b>	Project Management training offered to all staff through the RDP.  New Research & Enterprise Leadership Programme launched in 2020-2021.	31 July 2021	RSO	The first cohort of the R&E Leadership programme is complete. Project management training is ongoing as part of the RDP in 2021/22.	ACTION COMPLETED	P2.3
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	All staff are required to undertake an annual appraisal and transparent promotion criteria are in place for academic staff. Research only staff are eligible to apply for promotion if they meet the criteria, and can also apply for a job regrade through the development of a business case with their Line Manager within the research job family if their role changes substantially. Research staff are eligible for redeployment and these avenues are explored at the end of fixed term contracts. The workload allocation model is being piloted at the moment, with a view to roll out across all academic schools in the 21/22 academic year (delayed due to Covid-19). <b>ACTION AGREED: Continue to work with HR and PVC Operations to input into research elements of the Workload Planner.</b>	New Workload Planner pilot will be launched in 2021-22	31 July 2022	RSO/HR	The WLP pilot was launched in Autumn 2021 and will be reviewed in July 2022. Head of RSO sits on WLP Steering Group. RSO will input into review exercise in June 2022	ACTION PARTIALLY COMPLETED	P2.6 P6.3 P6.4
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	Where funding allows, research only staff can be appointed on open ended contracts. At the end of a fixed term contract period, redeployment opportunities are made available to affected staff, and other funding routes and opportunities are discussed. PhD alumni and FTC staff have the option to remain in contact with the university through our Visiting Research fellow scheme, which allows them continued access to a Bath Spa email address, Library resources and support for the development of research grant applications. HR are involved in the identification of research roles at application stage, and at grant start up, to address these sort of employment issues. <b>ACTION AGREED: Work with Heads of Schools on how HEQR continues to be utilised to develop research culture and environment and support for schemes such as bridge funding, RA support for internal projects and pump priming projects etc</b>	Consultation meetings on job security for contract researchers offered each year with the PVCRE and RSO team.  Seed funding programme to be launched in Dec 2020 which will offer opportunities for RA support.	31 July 2021	RSO	The Network' continues in its role of supporting FTCT staff with their development, alongside an annual meeting with the PVCRE. The first round of seed funding was launched in Spring 2021, and the second rounds of seed funding took place in Spet 2021. A second round is planned for March 2022.	ACTION COMPLETED	P1.3 P2.1 P2.2
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	Research staff are embedded within academic school communities through Research Centres and Groups, and are encouraged to take part in university wide research initiatives. The RDM Manager has one-to-one discussions with all of our FTC research staff and keeps in touch through a range of research development initiatives. Researchers take part in Town Hall meetings and other events related to discussions on research policy, and there is an ECR/FTC representative on the University's Research and Ethics Committee. <b>ACTION AGREED: Continue to offer opportunities for research staff to engage in workshops and focus groups. Research Leader meetings feed into Research and Ethics Committee and termly Research Forums will be put in place for researchers to discuss their work and explore interdisciplinary collaborations, culminating in the annual Research Festival.</b>	New Research & Enterprise Leadership Programme launched in 2020-2021, with outcome of presenting to SLG on their suggested culture-changes.	31 July 2021	RSO	This was successfully completed. The next intake will be 2022/23.	ACTION COMPLETED	P3.13
<b>Funders must:</b>								
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements. <b>ACTION AGREED: RSO to discuss any funder requirements with HR</b>	changes implemented in line with funding requirements	July 2022	RSO/HR	This is an ongoing review.	ACTION COMPLETED	P2.4

EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	<b>ACTION AGREED: RSO to discuss any funder requirements with HR</b>	changes implemented in line with funding requirements	July2022	RSO/HR	This is an ongoing review.		
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	<b>ACTION AGREED: PVCRE to discuss the issue of research staff promotion pathways when university financial position allows</b>	Develop promotion pathway for researchers as part of the 2021/22 review	July 2022	PVCRE	This is on hold due to financial restrictions	<b>ACTION CARRIED FORWARD</b>	
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	<b>ACTION AGREED: RSO continues to support all research staff in applying for funding and provides funding development workshops. As part of the application process, discussions are held with HoS about contract extensions if bids are successful.</b>	Continue to provide 'finding funding' and developing funding application workshops as part of the RDP.	July 31 2022	RSO	There are funding workshops available in the 2021/22 RDP.	<b>ACTION COMPLETED</b>	
<b>Managers of researchers must:</b>								
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	All Line Manager are required to undertake Line Management training and take part in the Line Management forum. <b>ACTION AGREED: Review the leadership training programme and create a pathway specifically for research leaders in collaboration with PVC External in collaboration with the creative leaders network</b>	New Research & Enterprise Leadership Programme launched in 2020-2021.	July 31 2021	RSO	This was successfully completed. The next intake will be 2022/23.	<b>ACTION COMPLETED</b>	
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	RSO organises start up meetings with PI, finance and HR to go through terms and conditions of grant prior to the start of funded projects. Project Management training is offered through the RDP for PIs and Co-Is. <b>ACTION AGREED: Research Leader meetings to focus on a particular element of legislation and codes of practice as part of each session. Start up meetings continue to be set up with PIs for all new grants, and terms and conditions discussed as part of project management support</b>	New Research & Enterprise Leadership Programme launched in 2020-2021.	July 31 2021	RSO	This was successfully completed. The next intake will be 2022/23.	<b>ACTION COMPLETED</b>	
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to these issues. E&D information related to promotion are evaluated and reviewed on an annual basis and any issues referred to E&D Steering Group for action. <b>ACTION AGREED: RSO to continue to work with HR to review E&amp;D recruitment data related to research staff and to take positive action where appropriate. All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to these issues. E&amp;D information related to promotion are evaluated and reviewed on an annual basis and any issues referred to E&amp;D Steering Group for action.</b>	New Research & Enterprise Leadership Programme launched in 2020-2021.  Plan and run E&D training for researcher community in academic year 2020/21.	July 31 2021	RSO/HR	This was successfully completed. The next intake will be 2022/23. We ran a series of inclusion workshops with the BSWN in 2021/22. We hope to develop more workshops with BSWN if funding becomes available.	<b>ACTION COMPLETED</b>	
EM4	Actively engage in regular constructive performance management with their researchers	All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to this area. This area is also part of discussions at Research Leaders Meetings, and training in Mentoring and Coaching is available to staff through the MAPPHE Programme. <b>ACTION AGREED: A new research and enterprise development form has been launched to help staff have conversations with a research mentor about their development needs, and to feed this into their annual SDR. Coaching for research leaders is being explored as part of the 2021/22 RDM. HR is monitoring SDR completions manually for 2021/22 and will set a benchmark for completion at the end of this process.</b>	Launch of development forum to inform 20/21 round of SDRs, followed by evaluation and review for 21/22 round. Review of SDR completions and target set for 2021/22	June 2021 for launch and May 2022 for review. SDR review January 2022.	RSO/HR	The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot. The SDR process is now run manually, and completion rates are not accurate. HR will review this in May 2022. Currently "37 SDRs out of 1096 have been marked as being completed since May 2021 but this is a manual process"	<b>ACTION CARRIED FORWARD</b>	
EM5	Engage with opportunities to contribute to relevant policy development within their institution	All staff are given the opportunity to engage with policy development through Town Hall meetings, Research leaders meetings and the professoriat. Working Groups are also set up and membership sought for specific policy areas (e.g. open access, KEF). <b>ACTION AGREED: Continue to engage widely on policy developments across the research community.</b>	New Research & Enterprise Leadership Programme launched in 2020-2021, with outcome of presenting to SLG on their suggested culture-changes.	July 31 2021	RSO	This was successfully completed. The next intake will be 2022/23.	<b>ACTION COMPLETED</b>	
<b>Researchers must:</b>								
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	All staff at the University have an induction session where they are introduced to the university, and its policies and procedures, as well as a research and library induction which focuses on support that the University provides for their research activities. There is a start up meeting with the project team at the start of any externally funded awards, where any particular funder terms and conditions can be discussed, and a postaward team supports them through their grant with any funder queries. <b>ACTIONS AGREED: Work is ongoing to ensure that the RSO intranet pages are kept up to date with relevant information to support researchers at the university. There is a dedicated suite of pages on the university intranet pages for staff, and on the website for staff, PhD students and external collaborators. - Research Induction now offered virtually with interactive videos on-line</b>	60% of new staff to attend virtual induction sessions on an annual basis.  Research induction videos available from Jan 31st 2021.	31 July 2021	RSO	Research induction and training is ongoing, with workshops planned as part of the RDP this year. An average of 40% of academic staff invited attended a session across the 2019-2021 period. SULIS pages have been updated and 'talking heads' videos published.	<b>ACTION COMPLETED</b>	



New
P2.4
New
P2.3
P2.2
P6.3
P2.3
New
New

ER2	Understand their reporting obligations and responsibilities	As above, through induction processes. The RSO works closely with research project teams and research staff to support them in their activities. <b>ACTION AGREED: RSO continues to work closely with researchers and their teams.</b>	At least 4 co-facilitated events to be offered each year.	31 July 2021	RSO	Start up meetings take place with the lead researcher and their teams once external awards are confirmed. A project management workshop was also offered to all those with new grants and in receipt of HEQR seed fund, and this will be re-run in Spring 2022, for the new round of funding.	ACTION COMPLETED	New
ER3	Positively engage with performance management discussions and reviews with their managers	All staff are required to undertake an annual Staff Development Review with the Line Manager. <b>ACTION AGREED: RSO is working with HR to implement an annual research plan into the SDR process. HR to add how they monitor SDR completions and enforce this across the university. All staff are required to undertake an annual Staff Development Review with their Line Manager.</b>	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	31 July 2022	RSO/HR	The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	ACTION CARRIED FORWARD	P5.6
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Researchers are encouraged to engage in the activities of their academic school, and of the research centre or group that they are affiliated to. They are supported to take part in their external academic networks and to attend conferences and workshops. There is an annual research conference at the university that enables staff to showcase their research, and their projects are disseminated through the monthly research newsletter and through the Research Matters initiatives. Researchers are represented on the HR Excellence Working Group, and on the University Research & Ethics Committee. ESR staff and PhD students are encouraged to develop and run workshops through the Researcher Development Programme. <b>ACTIONS AGREED: Continue to fund the Journeys in Research series in the Researcher Development Programme and to identify funding sources to support wider researcher development.</b> - Termly Research Forums will be put in place for researchers to discuss their work and explore interdisciplinary collaborations, culminating in the annual Research Festival.	At least 4 JIR events to be offered each year.  Termly research forums to feed relevant actions into REC.	31 July 2022	RSO	Journeys in Research programme on hold due to continued vacancy of the RDM post. Research forums will recommence after academic restructuring beds down in March 2022.	ACTION CARRIED FORWARD	P5.2
<b>Professional and Career Development</b>								
<b>Institutions must:</b>								
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	The Researcher Development Programme offers a full range of research-related training opportunities for staff and PhD researchers across the university. This includes centrally run training, externally facilitated online courses (Research Integrity, Research Supervision, Webinars for all aspects of PhD process and experience etc), funding schemes for ESRs and PhDs to design and run their own training (Journeys in Research Series), bespoke support and training options for Contract Researchers, Mentoring Scheme for ESRs, Writing retreats for PhDs, Writing retreats for staff, etc. <b>ACTION AGREED: 10 days professional development to be ring-fenced for all Research only staff. Recommendation to all HoS that in addition to the 180 hours research time for SRR staff, as best practice, an additional 60 hours be made available for professional and career development (outside of formal scheduled teaching (FST) time). Costing methodologies to include 10 days pro-rata for all CoIs and PIs on funded projects.</b>	Assignment of hours to be agreed with HoS and built into workload planner pilot in 21/22. New workload planner will allow time spent on researcher development to be logged, and this will be reviewed at the end of the pilot year to see how effectively this is resourced at the moment.  Opportunities for development offered at all levels both within RDP and in associated programmes (R&E Leadership Programme and MAs in Researcher Development and Supervising Research)	31 July 2022	RSO/HR	Research staff have allocated hours included in the WLP for staff development and training. Time for PIs and Co-Is is costed into proposals. A new Research and Enterprise plan has been put in place to support SDR discussions and to ensure that research staff can discuss their training needs with their Line Managers. Need to continue to work with Line Managers and lead researchers to ensure training and development is protected for research staff.	ACTION CARRIED FORWARD	P3.1 P3.3 P5.5
PCD12	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to these issues. <b>ACTION AGREED: Career development frameworks and material to be sourced from across the sector and embedded within research leadership programme.</b>	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	July 2021	RSO	The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot. Career development training is being put in place for PhD Supervisors and ESR mentors.	ACTION CARRIED FORWARD	P3.10
PCD13	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Career development workshops, and a module in Researcher Development (which has a specific career focus) is available each year to the PhD and ESR Community. There is also an ESR Mentoring Scheme and a Coaching Network open to all staff. <b>ACTION AGREED: Strategic Research Leaders to provide mentorship and support for research staff in this area. RSO to build up resource bank to help inform this process.</b>	Career development workshops and the MA in Researcher Development to run in 2020-21.  ESR Mentoring Scheme re-launched and new ERSs and Mentors recruited for 2020-21.  The Network' launched for Contract Researcher community which includes bi-monthly workshops and bespoke career coaching and advice.	July 2021	RSO	MA modules continue to be continued in 2021/22 and ESR mentees and mentors have also been identified for 2021/22. The Network' continues and a new network for ESR staff has been put in place, with 3 externally facilitated workshops, including one on career development. Career development training is being put in place for PhD Supervisors and ESR mentors.	ACTION PARTIALLY COMPLETE	P3.1
PCD14	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Leadership skills, Research Identity and Research Management are embedded within many of the training sessions across the programme. Leadership is also one of the criteria for promotion. <b>ACTION AGREED: Researchers continue to be encouraged to engage with Research Centre activities and will be mentored by Strategic Research Leaders in this area.</b>	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	July 2021	RSO	The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot. An ESR mentor programme is in place.	ACTION CARRIED FORWARD	P3.11 P3.14

PCD5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	BSU collaborated with UKCGE on leading the public symposium on PGR Employability in 2020 and beyond: New Agendas and Developing Practices (April 2020). Following up from this event, the Researcher Development Manager is working with the Careers service to develop resources and trial a placements scheme for PhD Researchers. Enterprise and Innovation is now a pathway in promotions criteria with specific Readers and Professors promoted in this area. The University has a Consultancy Policy and provides support for staff engaged in Consultancy activities. <b>ACTION AGREED: RSO will continue to work with the Graduate College and Careers Office in this area, and to explore opportunities for fellowships, internships and placements through the Enterprise space - The Studio at Palace Yard Mews. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.</b>	Career development workshops and the MA in Researcher Development to run in 2020-21.  ESR Mentoring Scheme re-launched and new ERSs and Mentors recruited for 2020-21.  'The Network' launched for Contract Researcher community which includes bi-monthly workshops and bespoke career coaching and advice.	July 2021	RSO	MA modules continue in 2021/22 and ESR mentees and mentors have also been identified for 2021/22. 'The Network' continues and a new network for ESR staff has been put in place, with 3 externally facilitated workshops. Additional KE funding has been received from Research England which will support pump-priming initiatives in this area, via The Studio. Student internships are in place, as well as funded fellowships for academic staff to work with business partners and local stakeholders in the region	ACTION COMPLETED	P3.2 P3.4
PCD6	Monitor and report on the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Engagement with Researcher Development Programme is monitored by the Researcher Development Manager, with records taken of all participation in courses and events. <b>ACTION AGREED: RDM to continue to report on and review training uptake across staff and PhDs in relation to research. HR to continue to report on and review SDR processes and centralised HR training. RSO continue to work with HR on developing a research career plan for discussion as part of SDR process.</b>	New workload planner will allow time spent on researcher development to be logged, and this will be reviewed at the end of the pilot year to see how effectively this is resourced at the moment.	July 2021	RSO/HR	WLP pilot will be reviewed in June 2022. Some additional HEQR funding has been received for 2021/22, a portion of which has been ring-fenced for career development training.	ACTION CARRIED FORWARD	New
<b>Funders must:</b>								
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	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as a result of funder requirements. <b>ACTION AGREED: Ensure that funder requirements are costed into bids and discussed with the approver for each application. Disseminate funder requirements across the research community and develop research leaders to have career progression training as above.</b>	Ability to meet funder requirements is reviewed at the end of each academic year	31 July 2022	RSO	This is subject to ongoing review. A UKRI Assurance Exercise was undertaken in May 2021, for which we are still awaiting the outcome. Pls and Co-Is are invited to start up meetings once awards are made to talk through Ts & Cs of funders	ACTION COMPLETED	P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	<b>ACTION AGREED: Ensure that funder requirements are considered and met when preparing interim and final reports</b>	Embed into start up grant meetings	31 July 2022	RSO	start up meetings continue with academic staff	ACTION COMPLETED	New
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	<b>ACTION AGREED: Continue to run career development workshops as part of RDP, and embed career progression skills into leadership programme</b>	Evaluate impact of training on researcher communities	31 July 2022	RSO	ESR network will address these skills needs and be evaluated at the end of 2021/22 academic year. As above - new funding has been secured to develop additional training.	ACTION PARTIALLY COMPLETE	New
<b>Managers of researchers must:</b>								
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to these issues. <b>ACTION AGREED: Career development frameworks and material to be sourced from across the sector and embedded within research leadership programme. RSO continue to work with HR on developing a research career plan for discussion as part of SDR process</b>	New Research & Enterprise Leadership Programme launched in 2020-2021.  Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	31 July 2021  31 July 2022	RSO/HR	The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	ACTION CARRIED FORWARD	P2.3
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	All PhD Supervisors and Research Leaders are encouraged to engage with training in Research Supervision, in-person, online, and through an MA in Supervising Research. Likewise, Research Leaders are encouraged to act as Mentors on the ESR Mentoring Scheme and the MA in Supervising Research and all mentors are offered bespoke materials and the option to attend an MA Module in Mentoring and Coaching. <b>ACTION AGREED: Research Managers continue to be encouraged to discuss these issues with their research staff, and further guidance and support can be provided through coaching sessions through the RDP. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.</b>	New Research & Enterprise Leadership Programme focuses on developing and supporting the professional development of the researchers managed by participants and involves participants being mentored and mentoring other researchers.  MA modules in Supervising Research and Mentoring and Coaching to run 2020-21.	31 July 2021	RSO	The R&E leadership programme first cohort has successfully completed, and new ESR mentees and mentors have been put in place for the 2021/22 academic year. The MA modules continue to run.	ACTION COMPLETED	P3.4 P3.8 P5.5
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	Training workshops are offered in the Researcher Development Programme around time, project and career management, wellbeing, and many other areas. Research Managers are encouraged to promote these sessions to their researchers alongside discussing their bespoke training needs. <b>ACTION AGREED: 10 days professional development to be ring-fenced for all Research only staff. Recommendation to all HoS that in addition to the 180 hours research time for SRR staff, as best practice, an additional 60 hours be made available for professional and career development (outside of formal scheduled teaching (FST) time). Costing methodologies to include 10 days pro-rata for all CoIs and PIs on funded projects.</b>	Assignment of hours to be agreed with HoS and built into workload planner pilot in 21/22. New workload planner will allow time spent on researcher development to be logged, and this will be reviewed at the end of the pilot year to see how effectively this is resourced at the moment.  At least 5 training workshops to be offered in RDP around time, project and career management, wellbeing, and collaboration with research leaders on disseminating these opportunities to their teams.	31 July 2022  31 July 2021	RSO/HR	Owing to resource constraints across the University, the roll-out of ring-fenced training has been put on hold for all academic staff, but there is provision for training in the WLP tariff allocations. 10 days are protected for research only staff, and discussions take place as part of annual appraisal (SDR) informed by the research and enterprise development plan.	ACTION CARRIED FORWARD	New



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	All PhD Supervisors and Research Leaders are encouraged to engage with training in Research Supervision, in-person, online, and through an MA in Supervising Research. RSO also supports attendance at the NCCPE Engage Academy and the Leadership Foundation programmes. <b>ACTION AGREED: RSO to collate a suite of training opportunities and secure funding to support emerging leaders on these programmes, tied into promotion training and criteria.</b>	MA modules in Supervising Research and Mentoring and Coaching to run 2020-21, along with Research & Enterprise Leadership Programme.  Funding made available for supporting research managers on external leadership opportunities, and advertised through RSO.	31 July 2021	RSO	MA modules continue to run and recruit PhD and ESR staff. Funding has been made available for staff to attend leadership and project management training externally and to attend the NCCPE Engage Academy.	ACTION COMPLETED	P3.6 P3.9 P5.5
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Research Managers are included in the termly Research Leaders Meetings, which have a focus on their development, and are encouraged to become mentors on the schemes led by the Research Office which also include training opportunities. They are also invited to the HR Line Managers Forum and training series. <b>ACTION AGREED: Leadership and management training available to be mapped against the three routes to promotion and staff encouraged to attend as appropriate.</b>	New Research & Enterprise Leadership Programme launched in 2020-2021.  One-to-one coaching meetings offered to those Research leaders who were unsuccessful in their applications for the R&E Leadership Programme but who intend to go for promotion in the next five years. All those successful applicants on the course will benefit from bespoke support in this area.	31 July 2021	PVCRE	All unsuccessful candidates were offered feedback on their applications.	ACTION COMPLETED	New
<b>Researchers must:</b>								
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	The Researcher Development Programme offers a full range of research-related training opportunities for staff and PhD researchers across the university. This includes centrally run training, externally facilitated online courses (Research Integrity, Research Supervision, Webinars for all aspects of PhD process and experience etc), funding schemes for ESRs and PhDs to design and run their own training (Journeys in Research Series), bespoke support and training options for Contract Researchers, Mentoring Scheme for ESRs, Writing retreats for PhDs, Writing retreats for staff, etc. <b>ACTION AGREED: RSO continue to work with HR on developing a research career plan for discussion as part of SDR process. Recommendation to all HoS that in addition to the 180 hours research time for SRR staff, as best practice, an additional 60 hours be made available for professional and career development (outside of formal scheduled teaching (FST) time). Costing methodologies to include 10 days pro-rata for all CoIs and PIs on funded projects.</b>	Assignment of hours to be agreed with HoS and built into workload planner pilot in 21/22. New workload planner will allow time spent on researcher development to be logged, and this will be reviewed at the end of the pilot year to see how effectively this is resourced at the moment.  A full Researcher Development Programme will run (predominantly online) to offer training and development opportunities, alongside specialised support through schemes such as the MA in Researcher Development, the Journeys in Research series, and 'The Network' for Contract researchers, and rolling opportunities to engage in Writing Retreats.	July 2022  July 2021	RSO/HR	On hold for all academic staff as noted above apart from general time as part of WLP tariff. Limited RDP was offered this academic year due to resignation and subsequent vacancy of the RDM postholder. Ongoing monitoring and review of programme.	ACTION CARRIED FORWARD	P5.5
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	Opportunities for development in this area are offered centrally to PhDs and ESRs through the Researcher Development Programme and associated provision. <b>ACTION AGREED: RSO will continue to work with the Careers Office in this area, and to explore opportunities for fellowships, internships and placements through the Enterprise space - The Studio at Palace Yard Mews. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.</b>	Up to 5 fellowships and placements per year to be in place by end of 21/22	31 July 2022	RSO	KE funding has been offered by Research England and we are exploring with them how we can use this funding to support internships and placements. Student internships are in place, as well as funded fellowships for academic staff to work with business partners and local stakeholders in the region	ACTION COMPLETED	P3.8
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	PhDs are particularly encouraged to enrol on the accredited MA Module in Researcher Development, which includes the creation, development and reflection on their career development plans across the module. Sessions on employability are open to staff and PhDs. Promotions workshops offer training in evidencing skills and experience to meet relevant criteria. <b>ACTION AGREED: RSO continue to work with HR on developing a research career plan for discussion as part of SDR process.</b>	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	31 July 2022	RSO/HR	The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	ACTION CARRIED FORWARD	P5.5
PCDR4	Positively engage in career development reviews with their managers	All staff are required to undertake annual reviews with their staff (SDR) and should undertake career development sessions as part of this process. HR provides LM training for all staff linked to these issues. <b>ACTION AGREED: RSO continue to work with HR on developing a research career plan for discussion as part of SDR process. RSO to make information available on funding opportunities to staff nearing PhD completion and to ensure that they retain access to emails and are offered visiting researcher opportunities where appropriate.</b>	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22.  PhD completers will be offered VF status as a pilot in 2021/22 academic year, and take-up will be reviewed.	31 July 2022	RSO/HR	The R&E development form was approved by HoS and launched in June 2021. A review is currently under way as part of the WLP pilot.	ACTION CARRIED FORWARD	P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Opportunities for development in this area are offered centrally to PhDs and ESRs through the Researcher Development Programme and associated provision. <b>ACTION AGREED: RSO to collate a suite of training opportunities and secure funding to support emerging leaders on these programmes, tied into promotion training and criteria.</b>	A full Researcher Development Programme will run (predominantly online) to offer training and development opportunities, alongside specialised support through schemes such as the MA in Researcher Development, the Journeys in Research series, and 'The Network' for Contract researchers.	31 July 2021	RSO	ongoing, plus an ESR network has been put in place for the 2021/22 academic year.	ACTION COMPLETED	P5.5

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	Opportunities for development in this area are offered centrally to PhDs and ESRs through the Researcher Development Programme and associated provision. <b>ACTION AGREED: RSO will continue to work with the Careers Office in this area, and to explore opportunities for fellowships, internships and placements through the Enterprise space - The Studio at Palace Yard Mews. RSO continue to work with External Affairs on promoting consultancy and business engagement activities for staff.</b>	Up to 5 fellowships and placements per year to be in place by end of 21/22	31 July 2022	RSO/ Careers	KE funding has been offered by Research England and we are exploring with them how we can use this funding to support internships and placements. A new Studio Recovery Fund is in place for 2021/22, aimed at linking academics and students with business and industry. Ongoing work in this area, linked to the KE Concordat Action Plan. 3 academic staff and 2 students have been appointed as fellows and interns.	ACTION COMPLETED	P5.2
-------	---	--	--	--------------	-----------------	--	------------------	------

\* 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.