Professional and Career Development - Institutions must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	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.	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-rota for all CoIs and PIs on funded projects.	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	Research Support Office (RSO) and Pro-Vice Chancellor (Research & Enterprise) PVCRE
PCDI2	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.	Career development frameworks and material to be sourced from across the sector and embedded within research leadership programme.	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	July 2021	PVCRE
PCDI3	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.	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.	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 bimonthly workshops and bespoke career coaching and advice.	July 2021	RSO

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
PCDI4	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.	Researchers continue to be encouraged to engage with Research Centre activities and will be mentored by Strategic Research Leaders in this area.	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	July 2021	PVCRE
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	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.	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.	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 bimonthly workshops and bespoke career coaching and advice.	July 2021	RSO
PCDI6	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.	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.	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 and HR

Professional and Career Development - Funders must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
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 result of funder requirements	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.	Ability to meet funder requirements is reviewed at the of each academic year	31 July 2021	RSO
PCDF2	*Embed the Concordat Principles and researcher development into research assessment strategies and processes*	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements	Ensure that funder requirements are considered and met when preparing interim and final reports	Embed into start up grant meetings	31 July 2021	RSO
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*	RSO reviews updated to terms and conditions and ensures that institutional policies comply, or are revised and introduced as result of funder requirements	Continue to run career development workshops as part of RDP, and embed career progression skills into leadership programme	Evaluate impact of training on researcher communities	31 July 2021	RSO

Professional and Career Development - Managers of researchers must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
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.	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	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 and PVCRE
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.	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.	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 and PVCRE
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.	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-	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	31 July 2022 31 July 2021	RSO and PVCRE

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
			rota for all CoIs and PIs on funded projects.	management, wellbeing, and collaboration with research leaders on disseminating these opportunities to their teams.		
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.	RSO to collate a suite of training opportunities and secure funding to support emerging leaders on these programmes, tied into promotion training and criteria.	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
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.	Leadership and management training available to be mapped against the three routes to promotion and staff encouraged to attend as appropriate.	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	RSO and PVCRE

Professional and Career Development - Researchers must:

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
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.	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-rota for all CoIs and PIs on funded projects.	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 and PVCRE
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.	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.	Up to 5 fellowships and placements per year to be in place by end of 21/22	31 July 2022	RSO

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
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.	RSO continue to work with HR on developing a research career plan for discussion as part of SDR process.	Annual research plan to be discussed with Heads of School in 20/21 for implementation in 2021/22	31 July 2022	PVCRE
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.	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.	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	PVCRE plus RSO and Graduate College
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.	RSO to collate a suite of training opportunities and secure funding to support emerging leaders on these programmes, tied into promotion training and criteria.	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

	Obligation	Analysis of existing activity	Action	Success measure (SMART)	Deadline	Responsibility
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.	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.	Up to 5 fellowships and placements per year to be in place by end of 21/22	31 July 2022	RSO

* 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.