

Complete for submission										To be completed		In plan	
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	Starting	Outcome (ongoing/carried forward/no further action)				
Environment and Culture										UNIVERSITY OF PORTSMOUTH		HR EXCELLENCE IN RESEARCH	
Awareness and engagement													
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.													
ECI1	Ensure all relevant staff are aware of the Concordat.	Consider broadening the scope of beneficiaries in line with Technician Commitment - initial scoping in year 1 to expand to actions in years 2&3	N	Q2 2024	RIS, DD Env.&Strategy & Director RIS	Scoping: Carry out a consultation, through the Researcher Development Group and wider stakeholders, on the possible benefits and implications of including technicians as beneficiaries by January 2024. If it is agreed to include technicians, a working group to be established to identify actions and intended impact by March 2024. Identified actions will be completed by Q3 2026 and will be measured through focus groups and relevant staff survey questions.	Priority area: Developing research talent: Recruitment, development, progression and next job						
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Build concordat requirements into internal funding schemes - exploratory action, leading to impact action for yrs 2 or 3	N	Q2 2025	RIS, DD Env.&Strategy & Director RIS	By the end of year 3, key concordat requirements to be embedded in all centrally led funding schemes, and in at least 2 Faculty schemes.	Priority area: Culture . The impacts of this will occur outside of the period, however, as part of this action we will identify how we are going to track them.						
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	i) Administer a 'pulse' survey in the years that CEDARS is not running to collect views and input from both researchers and their managers. This will also be an opportunity to remind both groups about the concordat and our obligations ii) Analyse UoP's CEDARS results with the sector aggregate results to identify any future areas of activity. The obligation is also supported through reviewing and reporting on other action areas in this action plan and through existing provision and/or initiatives embedded centrally and locally across the institution, particularly through our management of REF.	N	I) annually from Q1 2024 II) Q2 2024	I) RDG II) RDG	I) One pulse survey administered in the years when CEDARS is not running, to gain current feedback from researchers, and key findings shared with RDG for consideration and agreement of resulting actions including timelines. II) Analysis shared with RDG for consideration and agreement of resulting actions including timelines and targets where appropriate	Priority area: Culture .						
ECR1	Encourage researchers to 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.	Set up a welcome scheme for new research staff from outside UK	N	Q3 2024	RIS, Director CPD	Welcome scheme in place and process established to support all new non-UK research staff. 70% of participants in scheme report that they benefitted from the scheme captured through focus group or survey.	Priority area: Culture .						
Wellbeing and mental health													
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.													
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	See action for EM1.	-	-	-	-	-						
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	See action for EM1.	-	-	-	-	-						
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	See action for EM1.	-	-	-	-	-						
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	No individual action identified here as fully covered by institutional policy and processes applicable to all managers but will also be covered by 'Obligations as a manager of research staff' event and resource.	-	-	-	-	-						
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	See action for EM1.	-	-	-	-	-						
Bullying and harassment													
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.													
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	No individual action identified here as fully covered by institutional policy and processes applicable to all managers but will also be covered by 'Obligations as a manager of research staff' event and resource.	-	-	-	-	-						
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	SEE ECI3	-	-	-	-	-						
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	SEE ECI3	-	-	-	-	-						
Equality, diversity and inclusion													
The aims of these obligations are to ensure managers and researchers are trained in, aware of- and adopt practices enhancing equality, diversity and inclusion.													
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Following review as per 2021-23 action plan, no new actions were identified. This is covered by existing mandatory training requirement for all managers and other action addressing EDI within the 2023-36 plan e.g. PCDR2 & routine monitoring of EDI data and issues within the Researcher Development Group.	-	-	-	-	-						
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	No action identified here as fully covered by institutional policy and processes applicable to all researchers.	-	-	-	-	-						
Research Integrity													
The aims of these obligations are to ensure managers and researchers are trained in, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.													
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Following review as per 2021-23 action plan, no new actions were identified. This is covered by existing provision and obligations for all researchers and managers. The Senior Ethics Advisor who is operationally responsible for Research Integrity is a member of the Researcher Development Group.	-	-	-	-	-						
ECM3	Ensure managers report and address incidents of poor research integrity.	SEE ECI5/ECM2	-	-	-	-	-						
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	SEE ECI5/ECM2	-	-	-	-	-						
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	SEE ECI5/ECM2	-	-	-	-	-						
Policy development													

The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.									
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.	No action required here as covered by the institutional systems and processes and will also be covered by 'Obligations as a manager of research staff' event and resource.	-	-	-	-	-	-	-
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	No action required here as covered by the institutional systems and processes and will also be covered by 'Obligations as a manager of research staff' event and resource.	-	-	-	-	-	-	-
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	No action required here as covered by the institutional systems and processes and will also be covered by 'Obligations as a manager of research staff' event and resource.	-	-	-	-	-	-	-
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	No action required here - these discussions will be held as part of the PDR process for all	-	-	-	-	-	-	-
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	No action required here - these discussions will be held as part of the PDR process for all	-	-	-	-	-	-	-
Employment									
Recruitment and induction									
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.									
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	No action identified here as this is covered within the institutional recruitment process that has recently been reviewed and changed to ensure greater fairness and inclusivity for all staff.	-	-	-	-	-	-	-
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	<p>i) Build on previous induction actions and activities by seeking to provide an input at each of the school's local induction events where there are the highest number of research staff. (Sept 2023 84% of our research staff are housed in two faculties)</p> <p>ii) For research staff who are in small numbers, or sole researchers within a school, as well as receiving the induction email with key links to resources and support, we will bring them together to attend a group induction session. (Sept. 2023 16% of our research staff are house in the remaining three faculties).</p>	Y	Q2 2026	RIS, Director of CPD	<p>i) Induction input delivered at three school local induction events, to include signposting to in-person support and intranet resources feedback requested from all attendees on effectiveness and any gaps in offer.</p> <p>ii) Three group induction sessions provided, to include signposting to in-person support and intranet resources and feedback requested from all attendees on effectiveness and any gaps in offer.</p>	-	-	Priority area: Developing research talent: Recruitment, development, progression and next job
Recognition, reward and promotion									
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.									
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.	Following review as per 2021-23 action plan no new action identified. The Executive level review of academic roles and structures was halted. There is now an executive level review of the academic promotions policy underway which addresses this action.	-	-	-	-	-	-	-
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	No action identified here as this is covered within the institutional processes for all staff.	-	-	-	-	-	-	-
Responsibilities and reporting									
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.									
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	No action identified here as this is covered within the institutional processes and obligations for all managers working with grant funding.	-	-	-	-	-	-	-
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	No action identified here as this is covered within the institutional processes for all researchers working with grant funding.	-	-	-	-	-	-	-
ER2	Researchers understand their reporting obligations and responsibilities.	No action required here as this forms part of every project, contract and PDR discussion	-	-	-	-	-	-	-
People management									
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.									
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	No action identified here as this is covered within the institutional mandatory training requirements for all managers and will be supported by the 'Obligations as a manager of research staff' training.	-	-	-	-	-	-	-
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.	No action identified here as this is covered within the institutional processes and policies, as well as the new People Strategy 2025	-	-	-	-	-	-	-
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	<p>i) Delivery of the Mental Health at Work First Aid training for PIs to better support their Research Staff and creation of a set of guidelines and resources for PIs.</p> <p>ii) Delivery of the 'Coaching for Research Success' project to upskill managers of researchers in their coaching skills to support their research staff.</p>	Y	Q4 2025	RIS, Director CPD	<p>i) 10 PIs undertake the training and report that it helped them feel more confident in supporting the mental health of their research staff. Best practice and resources to be cascaded to a wider group of PIs online. Impact also measured through an increase in positive responses to: CEDARS question 27 - If currently a manager of researchers, please indicate how confident you are in your ability to: respond to issues relating to health and wellbeing. CEDARS question 28 - If currently a manager of researchers, in which areas have you undertaken training: Mental health and wellbeing</p> <p>ii) Project delivered by Q4 2025 - 75% of managers of research staff accessing the project state that they are more confident in managing researchers effectively.</p>	-	-	Priority area: Culture.
EM4	Managers actively engage in regular constructive performance management with their researchers.	No action required as this is built into the professional development review process for all staff	-	-	-	-	-	-	-
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	No action identified as covered by existing mechanisms for engaging all staff in PDRs and reviews, as well as included in induction for Research staff specifically.	-	-	-	-	-	-	-
Job security									
The aim of this obligation is to improve the job security of researchers.									

EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	<p>i). Review potential for open-ended contracts and how redeployment process works for research staff. This is a preparatory action that will lead to a future outcome oriented action in years 2 or 3.</p> <p>ii). Pilot 'Postdoc pool' approach to maximise and enhance opportunities for all current researchers on fixed term contracts to continue at UoP, through an entity that acknowledges the value the University recognises comes from this community/group of staff. Optimise, enhance and increase engagement, and future progression, to include support with maintaining a portfolio of evidence (see PCDR3)</p>	N	Q2 2024	DVC R,J&EP & HR Business Manager	<p>i). Review to be completed and considered by Deputy Vice Chancellor R and I by end of Q2 2024. Any arising actions from this review will be fully implemented by end of Year 3.</p> <p>ii). At least 20% research staff to join the Postdoc pool during the pilot period. (All research staff will receive annual updates on all support offered, through direct communication, through line managers and via the Research Staff Forum.) 75% to report via survey/focus group that this has benefited their career/professional development. At least 1 member of research staff to be successful in gaining a new contract through signposting that takes place within the Postdoc pool by Q2 2026.</p>	Priority area: Developing research talent: Recruitment, development, progression and next job			
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCD1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Pilot an internal work shadowing scheme for Research Staff	N	Q2 2025	RIS, DD Env.&Strategy & Director CPD	5 Research Staff to have participated in internal work shadowing pilot, and 3/5 reporting that it has benefited their professional and career development.	Priority area: Developing research talent: Recruitment, development, progression and next job . Also, see PCDR1.			
PCD6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Include a standing agenda item in RDG on 'Engagement' to report on and review current access to events for both research staff and their managers.	N	Q4 2023	Director CPD	Standing agenda item included in all RDG meetings, to then lead to further actions for RDG if necessary.	Priority area: Culture.			
PCDM3	Managers 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.	<p>i) Reinvigoration of the communication on the '10 days of development' through additional communication eg through redesign of intranet page, cohort training programmes, blogs and induction materials.</p> <p>ii) Deliver event and produce accompanying resource to reinforce 'Obligations as a Manager of Research Staff.'</p>	Y	Q4 2024	RIS, DD Env.&Strategy & Director CPD	New actions implemented by Q4 2024 with an increase to at least national average (currently 16%) of RS undertaking 10 development days monitored through CEDARS 2025 Q.36 During the past 12 months, how many days have you spent on training and CPD	Priority area: Culture . Based on only 11% of RS undertaking 10 days or more of development (CEDARS April 2023)			
PCDR1	Researchers 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.	Conduct focus groups to understand why there is a difference between 'no shows' at training events between male and female academic staff. (Outcome from analysis of EDI data (events))	Y	Q4 2023	RIS EDI group	Focus group engaging at least 5 female academic staff and survey of all no shows from AY 2022/2023 to be conducted by Q4 2023. Actions to resolve identified and implemented by Q2 2024 with the aim of reducing the non-attendance of female staff.	Priority area: Developing research talent: Recruitment, development, progression and next job . Action for PCDR1 also addresses this obligation. Outcome from analysing data from last period. The only difference in protected characteristics is what is being addressed here. All other aspects showed no significant differences.			
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCD2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Design through consultation and then deliver specific training for PIs on how to support their Research Staff to excel and progress	N	Q2 2025	RIS, DD Env.&Strategy	At least 10 PIs participate in specific training and in co-creation of resources/templates for others to use. PIs feel better equipped to support RS in their careers. Captured through pre and post cohort survey. Follow up at 12 and 24 months to measure impact through focus groups and CEDARS question 27 - If currently a manager of researchers how confident are you in your ability to actively support staff in working towards their career ambitions and Q29 To what extent do you agree with the following statements? My immediate manager supports me in my broader career aspirations.	Priority area: Developing research talent: Recruitment, development, progression and next job and also relate to obligations PCDM1, PCDM4, PCDM2			
PCD6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	This is carried out as part of the institutional reporting on PDRs	-	-	-	-	-			
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	No action required - this is embedded into institutional practice and requirements for PDRs.	-	-	-	-	-			
PCDR4	Researchers positively engage in career development reviews with their managers.	No action required - this is embedded into institutional practice and requirements for PDRs and message will be driven through drop in sessions and via Research Staff Forum.	-	-	-	-	-			
Career development support and planning										
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
PCD3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Launch a post-doc 'drop-in' service for advice, guidance and signposting of and to career development and management support.	N	Q4 2023	Director of CPD	Drop in service is communicated to all current researchers and then to all new joiners as part of the research staff induction package (including links to intranet resources and relevant training events) that all receive when joining UoP. Impact on this service will be collected via satisfaction survey	Priority area: Developing research talent: Recruitment, development, progression and next job .			
PCDR3	Researchers 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.	See EI6	-	-	-	-	-			
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCD4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	<p>i). Delivery of research staff cohort programme.</p> <p>ii). Developing networking skills for researcher careers. Delivered in partnership with Researchers14.</p>	Y	Q4 2024	RIS, Director of CPD	i). Minimum of 25 Research staff to have engaged in programme with 75% feeding back that they feel better equipped for future careers. Captured through pre and post cohort survey. Follow up at 12 and 24 months post programme to measure impact.	Priority area: Developing research talent: Recruitment, development, progression and next job . Link to postdoc pool action.			
PCDM4	Managers 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.	The action described for PCD2 also addresses this obligation.	-	-	-	-	-			
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	All managers are required to access the institutional Inclusive Leadership programme and/or other mandatory training, in addition to other specific training actions identified through this plan.	-	-	-	-	-			

PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	This forms part of PDR discussions - no requirement for additional action	-	-	-	-	-	-	-	-	-	-	-
Diverse careers													
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.													
PCD15	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	<p>I). Undertake exploratory work to look at potential learning points from KTP programmes that can be applied to postdoc professional development and careers support.</p> <p>II). Apply Research Staff lens to these two KEConc actions: - Empower staff with the skills, guidance and environment to build new and existing relationships with external organisations - Develop a (i) online KE resources and (ii) a cohort-based approach to KE development, (iii) enhanced KE presence at staff induction</p> <p>III). Upskilling Research Staff on research impact</p> <p>IV). Engagement with the Enterprise Programme for the benefit of Research Staff</p> <p>V). Deliver awareness raising sessions and supporting resources for skills development in preparing Narrative CVs/Resumé for Researchers</p>	N	Q3 2025	RIS, DD Innov & external partnerships	I). Identify learning points from KTPs and work with a sample of Research Staff to explore how they could be applied to their support mechanisms by Q3 2024. Create a resulting action to enhance careers support to be completed by Q3 2025, measured either targeted surveys or focus groups for those accessing the support.	Priority area: Impact through KE . Relevant to these clauses: PCD15, PCDM2, PCDR2, PCDR6						
				Q4 2025	RIS, DD Innov & external partnerships	II). Engage a minimum of 10 research staff in KE Concordat actions and use feedback to develop further resources to support Research staff. Feedback captured through pre and post cohort survey. Follow up at 12 and 24 months to measure impact.							
				Q2 2026	Research Impact Manager Innovation	III). Up to 25 research staff receive training over the period. Research staff feel more confident about addressing/approaching research impact in their own practice. Captured through pre and post cohort survey, also CEDARS question 44 How would you rate your knowledge and understanding of the concordat for the Advancement of Knowledge Exchange to capture awareness & confidence in KE Follow up at 12 and 24 months to measure impact.							
				Q4 2025	Centres Director RIS, Grants Officer	IV). At least 5 Research Staff participate in the Enterprise Programme over the 3 year cycle, and that 3/5 of these confirm that it has improved their knowledge and confidence in enterprise and innovation as a possible career direction/opportunity.							
				Q2 2024		V). Engage at least 10 Research staff, who feel more confident about using narrative CVs in their own practice. Captured through pre and post cohort survey. Follow up at 12 and 24 months to measure impact.							
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	<p>I) Create an alumni group for ex research staff and develop engagement group</p> <p>II) Deliver the 'Mentoring Circles' project to upskill managers of researchers in facilitating mentoring circles.</p>	N	Q2 2025	RIS & Alumni Team/HR	<p>I) Recruit at least 10 RS alumni to a UoP alumni group, and involve up to 3 in specific activities that support the existing cohort of employees.</p> <p>II) Mentoring circles project is delivered with 75% of managers of researchers engaged through the project stating they feel confident in facilitating mentoring circles with their staff.</p>	Priority area: Developing research talent: Recruitment, development, progression and next job . The actions described for PCD15 & PCD12 also address this obligation.						
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	Engaging with University wide plans for mentoring to ensure relevance to Research Staff & developing on the 2021-23 action to explore mentoring, sponsorship and advocacy particularly linked to EDI (a working group has been set up by RDG) (also to incorporate recommendation from Hidden Assets programme for peer mentoring alongside Research Staff)	Y	Q4 2024	RIS, Director CPD	Working with HR, opportunities identified to include Research Staff as a specific audience within the new institutional approach to mentoring. Pilot project exploring upskilling sponsors and sponsees delivered, to include representation from research staff and their managers.	Priority area: Developing research talent: Recruitment, development, progression and next job . The actions described for PCD15 & PCD12 also address this obligation.						
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	The actions described for PCD15 also address this obligation.	-	-	-	-	-	-	-	-	-	-	

* The Researcher Development 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 Researcher Development 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.

Further hyperlinks and supplementary information (more rows can be added)	
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Abbreviations and glossary (more rows can be added)	
RDG	Researcher Development Group
DoCPD	Director of CPD
RS	Research Staff
RN	Researchers' Network
RIS	Research and Innovation Services
ICG	Institute of Cosmology and Gravitation
RSF	Research Staff Forum
HR	Human Resources
RISNET	Research and Innovation Support Staff Network
AS	Athena Swan
REC	Race Equality Charter
SAH	Science and Health
RISDP	Research and Innovation Staff Development Programme
PDR	Professional Development Review
KEF	Knowledge Exchange Framework
DDRIS	Deputy Director Research and Innovation Services
EDI	Equality, Diversity and Inclusion
DVC R.I&EP	Deputy Vice Chancellor research, Innovation and Enterprise