


HREIR Action plan template (May 2021 - April 2023)

Institution name:	University of Portsmouth
Cohort number:	8
Date of submission:	
Institutional context:	The University of Portsmouth is a modern University with a growing research base and a reputation for excellence, recognised by its strong placing in various league tables. In 2020, following a period of consultation with all staff and many stakeholders, we launched our new University Vision 2030, and University Strategy 2020-25. Our REF 2021 submission evidences significant growth in the number of research active staff, research income and further development of our research environment. We are ranked third of all modern post-92 universities in the UK for research power, which measures the quality and quantity of research submitted into the exercise. Our REF submission included 1,407 research outputs and 54 impact case studies across 15 subject disciplines and involved 603 academic staff. At any given time, the University employs 100-120 Research Staff, depending largely on the number and type of externally funded research grants and contracts.

The institutional audience* for this action plan includes (only direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of
Research staff	108 (as of March 2023)
Postgraduate researchers	N/A
Research and teaching staff	N/A
Teaching-only staff	N/A
Technicians	N/A
Clinicians	N/A
Other (please provide numbers and details):	N/A



UNIVERSITY OF PORTSMOUTH
EXCELLENCE IN RESEARCH

Comments

Complete for submission							To be completed only when reporting on action plan		
Obligation	Action	Checked level from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture									
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.									
EC1	Ensure all relevant staff are aware of the Concordat.		1. May '22 2. Oct. '21	1. RDG/MarComs 2. RIS/RDG	I Increase the proportion of Research Staff (RS) and managers of Research Staff who have heard of or have understanding of the concordat by 10% May '23 (Benchmark CEDARS '21 25% RS and 39% managers). II Increase proportion of RS and Managers who have engaged in some way with their career stage fora by 10% by May '23 (Benchmark CEDARS RS 67%, Managers 72%).		1. Key message created of 'Take ownership of your career' used in blogs, emails and marketing material. Item on the concordat included in People and Culture Governors Mtg Feb '22 PI Guides includes reference and links to concordat R and I Festival - with whole strand dedicated to Research Staff Feedback wall and resources at R and I festival RIS dept. mtg , Feb. 2023 Hot Topic covered the concordat and our obligations Research and Innovation Support Staff Network meeting - Feb 2023 focussed on the Concordat Research Staff Induction event - one cancelled, one delivered Feb 2023 Held school level RS specific meetings to highlight concordat - in Science and Health and ICG, based on analysis of make up of RS community Blog post - PI guide Case study now on platform of practice and UoP featured in the UUK highlight report 2. Concordat Webpage created with links to how to get involved and graphical representation to show progress against actions [33 page views Jan-Apr 2023]	I CEDARS 2023 Q. 45 = 78% RS & 60 % Acad/managers II No institutional question included in CEDARS 2023 for this (there were other priorities for questions). From Sept 2021 to March 2023, 270 attendees at 9 fora events. Through focus groups held it was found that there was general awareness of the researchers network and fora but they weren't clear on the difference between the two. The focus group also revealed that being on fixed term contract might be a contributor to lack of engagement.	1. No further action - promotion of concordat will be business as usual as part of induction events, new starter emails etc. 2. No further action - updates to webpage will be business as usual as part of RIS annual review and updates of web pages/intranet
EC2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.		18. May '23/19. May	RIS	I Hold 3 events, and capture feedback through focus groups from participants on quality/impact of event, and input to future actions to discuss at RDG, and complete with "you said, we did" activity II Action on sponsorship is included in future action plan III Number of BAME staff engaged in working groups has increased (by 10%) and the number of BAME staff represented on RDG has increased (by 10%) IV Upskilling has taken place and those individuals identified feel confident in delivering action 20 (and similar in the future) V CEDARS Q37.5a (increase of 5% on previous) (extract by protected characteristics) -		18. RDG meeting held Nov. 21 with Director of Race and Equality invited to speak about race and research staff experience and to gain advice. R and I festival - session delivered by the Director of Race and Equality on Exploring an Inclusive R and I Community within the Research Staff strand - themes arising have been taken to inform future activity and support Let's talk about the Researcher Experience part of the EDI series - Research Staff Experience and Race (5 April 2023) (themes arising will be shared with RDG and inform future action plan) 19. RDG session on sponsorship for research staff delivered Nov 2022 by Director of Race and Equality and follow up action for the group identified and to feed into current institutional work on mentoring as well as next action plan. 20. RDG and For membership - reviewed and expanded - posted request for BAME representation on our groups on Multicultural Network google community (no response), included statements in recruitment to convenor roles that we would be particularly keen for under-represented groups to apply and action program for RS forum and Researcher's network was fully anonymised. Two of the three current convenors are from under-represented groups. 21. DDRIS and DoCPD attended sessions on privilege and safe psychological spaces 'Understanding your Positionality'. Learning to inform future actions. 22. Data analysis to take place from CEDARS 2023 [data analysis is underway, but not available at time of circulation]	I 2 events held, (15 attended 'understanding your positionality' incl. 4 RS, and ~40+ the EDI panel session at the Festival) feedback gathered from Festival was not specific to the workshop. Planned focus group cancelled due to lack of engagement. "You said, we did" included in school presentations and RISNET session. II Actions for future action plan have been agreed III % of BAME staff engaged in working groups - 2021 = 1 member, 2023 = 3 members / 21 % of BAME staff on RDG - Feb. 2021 = 1 member, Feb 2023 = 5 members/ 17 IV Two leads responsible for recruiting to RDG and working groups upskilled through access to specific training Growth in confidence but wider work taking place across the institution as part of REC and EDI group within RIS will build on this and develop staff further. V. CEDARS Q. 41.4 (replaces 37.5a) = 55% (increase of 2 percentage points on 2021 data)	18. No further action - themes arising from workshop at R and I Festival are being used to inform wider institutional events and activities through the work of the EDI lead and Multicultural network (eg. Let's Talk series). 19. Carried forward - action linked to mentoring will include sponsorship 20. No further action - business as usual - will continue to use anonymous recruitment process for convenors and monitoring and pro-active engagement of BAME staff on RDG and working groups 21. No further action - this has become an institutional priority and will be delivered as part of the new People Strategy 22. Ongoing - actions identified will include: non-attendance follow up (as part of the RIS events group), annual monitoring of RS EDI data (extended to include internal speakers/presenters along with attendees) as part of the RIS EDI group, continuing recording of sessions for those unable to attend, as part of business as usual
EC6	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.				No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.				19
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.				No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.				
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.									
EC3	Promote good mental health and wellbeing through the effective management of workloads and people.		Review May 2023	RSF/RIS	CEDARS questions 14, 37, 38, 39, and 40 will be monitored. Specific monitoring of data analysed by gender and race and ethnicity & link to AS and REC action plans.		17. Suite of resilience and wellbeing webinars delivered through the Research Staff network: - Resilience: Agency and Personal Strengths: May 2022 and April 2023 - Resilience: Decision-making and Uncertainty: June 2022 and May 2023 - Resilience: Demands and Resources: July 2022 and June 2023 Researcher resources on website R and I Festival Trainings for managers Other wellbeing resources and support	Analysis of CEDARS questions 14, 37, 38, 39, and 40 by gender, race and ethnicity. [data analysis is underway and not available at time of circulation 25-4-23]	17. Ongoing- a new action will be included in next action plan as there is more to be done with PIs in supporting their RS.
EC4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.				No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.				No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.				No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.				No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.				
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.									
EC13	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	See row 25							
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
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 row 44							
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.									
EC4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	No specific actions under the Concordat, however, the Researcher Development Group (RDG) are engaging with Athena Swan (AS) and Race Equality Charter (REC) groups to ensure that equality, diversity and inclusion are included in the RDG agenda.		Review May 2023		CEDARS question 26.8 will be monitored, and engagement with REC and AS groups will be routine through RDS meetings. No targets identified at this point. This will be reviewed at 2 yr stage (May 2023).			
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
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.									
EC15 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
ECM3	Ensure managers report and address incidents of poor research integrity.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. The University is focussing on race equality within its new strategy and has recently submitted to the Race Equality Charter and employed a new (interim) Director for Race and Equality who has reviewed the action plan. There are University wide policies and mechanisms for dealing with bullying, harassment, discrimination and research misconduct.							
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 was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
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 specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. In particular, the new structure and membership of the Researcher Development Group facilitates engagement of the different career stage fora (including Research Staff Forum) with the University's agenda for research environment and culture.							
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
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 was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.							
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. Research Staff Forum is set up for this, and they have associated themselves with the national Research Staff Association.							
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 specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives. Policies and procedures in place. Anonymised recruitment has recently been launched.							
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Action 3: Pilot Research Staff (RS) specific induction events, (complementary to the Uni-wide one), to better support awareness and enable new connections, working in partnership with Research Staff Forum. Action 4: Further develop and expand new Induction website to include: creation of Research Staff specific induction resources/videos, based on University induction conference examples of good practice of local induction processes and resources collated from depts/schools/faculties (Actions also cover Obligations ECR1 and E12 and link to UoP Priority 3)	3. July '22 4. May '23	1. RDGRIS/Fora 2. RDGRIS/ADRs/AFMs	I Two thirds of new Research Staff (RS) to have attended RS Induction by May '23 II Q.20 When you started with your current employer how useful did you find your induction? (Average +10% on 2021 CEDARS Q. 20 score by May '23) Institution = 33% useful Departmental = 58% useful Local = 67%.	3. Online research staff induction event delivered 3/2/22 One onsite event cancelled due to no take up New starter email revised and relaunched with range of key information and links R and I Festival SAH and ICG meetings Online induction event held 24/2/23 Session to ECR cohort programme , includes benefits of engaging with the career stage Fora May 2021-Mar 2023 9 events to 270 attendees jointly delivered by the Research Staff Forum and Researchers' Network to support new and existing research staff: - UoP Research Themes - Collaborative Research Projects - Career progression - Funding Your Career - Welcome back Researchers - How can we best support you? - Aiming beyond the Academy - How to find funding - Navigating Research Professional - Research Staff and Positive PDRs - Researcher Skills and Networking day 4. new website including videos to support induction	I 17% of RS attended a RS induction event (most attend their own local ones). 100% of new RS now receive starter email. A session on the concordat and support available to RS will now be included in ICG local induction (ICG houses over 25% of all our RS) II CEDARS 2023 Q. 20 Institution = 54% useful Departmental = 77% useful Local = 92% useful	3. Ongoing - further activities and resources to be created as part of next action plan 4. No further action - amendments and additions to webpages will now be business as usual, included as part of regular cycle of RIS intranet updates.	
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.									

EI3	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.	No specific action was identified as a result of the gap analysis, and outcome of detailed data analysis undertaken under the previous action plan. The obligation is adequately covered through existing provision and/or initiatives, for example the executive review of academic roles and structures which is underway.			Review May 2023 (or when executive review of academic roles and structures reports)							
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.										
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.	See EI2 (row 56) actions 3 and 4										
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See EI2 (row 56) actions 3 & 4										
ER2	Researchers understand their reporting obligations and responsibilities.	See EI2 (row 56) actions 3 & 4										
People management												
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.												
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.										
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	See EM4 (row 71) actions 5 and 6										
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	No action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives.										
EM4	Managers actively engage in regular constructive performance management with their researchers.	Action 5: Creation of a suite of resources to better support Research Staff and their managers in ensuring value gained from the PDR process. Action 6: Explore whether system changes can be made ahead of the 2022 or 2023 cycle of PDR, to improve PDR uptake and value for and by Research Staff. This will be informed by recommendations arising from action 1.1 under the previous action plan. (This will be dependent on wider Uni factors). (Actions also cover EI5, ER3 and link to UoP Priority 2)	5. Jan. '23 6. Dec. '22	5. RDGHR 6. RDGHR	I +10% in Research Staff (RS) taking part in PDR over 2 years. (CEDARS Q 21 70% uptake between 2019-2021). II +20% increase in RS who found PDR useful or very useful over 2 years (CEDARS Q. 21.a 57% in 2021). III +10% increase in managers of stating they are confident or fully confident in managing PDR effectively over 2 years (CEDARS Q. 25 75% in 2021).	5. PI guide includes guidance on delivering positive PDRs Promotional campaign delivered - positive PDRs to PIs and RS Blog - Take Ownership of your Career - PDRs, RS and Positive PDRs event March 22 6. Substantial changes made and additional guidance for RS and Managers for PDR 2023 System changes to Pure	I CEDARS 2023 Q. 21 = 93% II CEDARS 2023 Q. 21a = 46%	5. No further action other than to cross correlate with PDR uptake figures provided by HR team - any future changes to PDRs will include guidance for RS and PIs as part of business as usual 6. No further action - specific communication to RS and PIs to promote engagement in PDRs will be part of business as usual				
ER3	Researchers positively engage with performance management discussions and reviews with their managers	See EM4 (row 71)										
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.	No specific action identified, however, we are monitoring this obligation. The University has a redeployment process - all new jobs must pass through redeployment before advertising more widely. The executive level review of academic roles and structures (currently underway) covers research contract roles and may lead to future actions related to the Concordat. Related to this obligation we are focusing on careers in Priority 4 of the new action plan.			Review May 2023 (or when executive review of academic roles and structures reports)							
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.	Action 7: Promotional targeting PIs to help them understand the 10 day requirement, and provide guidance on how they can enable it to happen. Action 8: Include awareness of 10 days within the induction website, along with promoting the use of Vitae's RDF to plan their development and progression. Action 9: Through a range of modes including fora, website, blogs etc., promote the importance of mentoring as a crucial part of their development, and provide support in engaging with UoP mentoring platform. Action 10: Provide training to upskill/raise awareness of the requirements with relevant RIS/Professional service teams (RDOs, GOs, and CMs.) along with Faculty Office staff to further promote opportunities. (Actions also cover Obligations PCDM3 and PCDR1 and link to UoP Priority 1)	7. Sept. '21 8. July '21 9. May '22 10. Dec '21	7. RDG/Fora 8. DoCPD 9. RDGHR 10. RDG/DoCPD	I 65% of our Research Staff (RS) state that they have spent 10 days or more in the previous 12 months on training and development by May '23. (Q.46 - institutional question CEDARS 2021 = 38%) II +10% increase in RS use of institutional mentoring platform (either as mentee or mentor) by Dec '22 (As of May '21 -10% Research Staff are signed up to the mentoring platform; benchmark to be confirmed)	7. PI guide Blogs Email to new PIs 8. Induction website PI guide R and I festival Blog Taking heads videos - hearing from RS and PIs (one specifically on professional development) 9. Research staff and PI webpages all include sections on mentoring, as well as starter email Blogs Cohort progs - facilitate mentoring but also included in sessions to promote importance for RS and PIs. UoP have moved away from mentoring platform and are changing institutional approach with new mentoring strategy being created - more localised arrangements are taking place. 10. RIS dept. mtg Feb 2023 RISNET - Feb 2023 Researcher Development Group -ongoing LR and AD attended '10 is Zen' workshop Email sent to all faculty offices to signpost to website info	I CEDARS 2023 Q. 46 = 11% [the equivalent question in 2021 gave a response of 19%; the institutional question referred to in col.H was not asked in 2023 as the CEDARS equivalent had been expanded to include a wider definition of development and therefore the institutional question duplicated this] II Mentoring platform has been removed - new institutional approach to mentoring is being explored and a new strategy created & senior RIS staff are involved in the discussions	7. Ongoing - further actions included in new action plan 8. No further action - 10 days now appears in all relevant webpages and resources. As new resources are created, 10 days of development will be included as a matter of process eg as has happened in a new resource being created for all our R and I staff 9. Carried forward - mentoring action to be included in new action plan in line with new institutional approach to mentoring 10. No further action - upskilling and updates to form part of business as usual planning for staff awareness raising				
PCD6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	See PCD1 (row 79) and PCD2 (row 85)										
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.	See PCD1 (row 79)										
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.	See PCD1 (row 79) and PCD2 (row 85)										
Career development reviews												
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.												

PCD12	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	<p>Action 11: Creation of Research Staff (RS) Career Development webpages - to ensure we cater for the differing career ambitions of RS, and includes a section to support managers in guiding and signposting their RS</p> <p>Action 12: Carry out at least one annual RS careers event - 'Careers Beyond Academia' - in partnership with Dept. Careers and Employability and career stage for.</p> <p>Action 13: Fund industry focussed careers experts to support engagement with external organisations/industry, through development of KE/Enterprise activities, building and developing partnerships and introducing RS to business.</p> <p>Action 14: Create a careers champion/advisory group from current staff (coordinated through Researcher Development Group) to provide support for careers advice/conversations.</p> <p>Action 15: Implement an annual review of Research Staff exit interviews at Researcher Development Group.</p> <p>(Actions also cover Obligations PCD3, PCDM1, PCDM2, PCDR1, PCDR2, PCDR3, PCDR4 and link to UoP Priority 4)</p>	Action 15: yes	11. July '22 12. May '23 13. May '23 14. Nov. '21 15. July '22	11. RDG/CaE/ADRs 12. RIS/CaE/Fora 13. RIS/CaE 14. RDG/CaE/Fora 15. FMs/ADRs/ RDG	<p>170% of research staff agree or strongly agree that their manager encourages them to consider a wide range of future career options within and beyond academia by May '23. (CEDARS Q. 30 2021 = 53%)</p> <p>85% of research staff agree or strongly agree that their manager supports them in their broader career aspirations by May '23. (CEDARS Q.28 2021 = 80%)</p> <p>90% managers of research staff indicate that they are confident or fully confident in supporting their RS in working towards broader career aspirations by May '23. (CEDARS Q.25 2021 = 87%)</p>	<p>11. Careers webpage - including links to entrepreneurs in residence PI guide</p> <p>12. R and I festival Nov 2022 -workshop on Careers beyond Academia</p> <p>Forum events - Beyond Academia Nov 2021, Progressing Your Career - March 2023.</p> <p>Post-doc space summit - careers in the sector planned for May 2023</p> <p>enterprise programme</p> <p>13. R and I festival Forum events - Beyond Academia Nov 2021, Progressing Your Career - March 2023.</p> <p>Post-doc space summit - careers in the sector planned for May 2023</p> <p>enterprise programme</p> <p>entrepreneurs in residence</p> <p>14. Call for careers champions - and group created Sept. 2021</p> <p>Support linked from Careers Webpage</p> <p>Part of consortium with Cambridge, Oxford, Nottingham, QUB, OMUL to support delivery of a Networking and Profile Building programme for post-docs. (Delivery June 2023)</p> <p>15. Review carried out - guidance/template produced specifically for use with research staff</p> <p>Standing agenda item on RDG annually</p>	<p>I CEDARS 2023 Q 30 = 50%</p> <p>II CEDARS 2023 Q 28 = 70%</p> <p>III CEDARS 2023 Q 25 = 91%</p>	<p>11. No further action - updates to webpages will be business as usual as part of RIS annual intranet updates</p> <p>12. No further action - careers events to be included in RISDP planning process as business as usual</p> <p>13. Ongoing - actions to be included in next action plan and also included in KEF action plan</p> <p>14. No further action - group in place</p> <p>15. No further action - annual review will now be business as usual as part of annual RDG meeting standing agenda item</p>		
PCD16	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	See PCD11 (row 79) and PCD12 (row 85)									
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCD12 (row 85)									
PCDR4	Researchers positively engage in career development reviews with their managers.	See PCD12 (row 85)									
Research identity and leadership											
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.											
PCD13	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	See PCD12 (row 85) (specifically Action 14)									
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 PCD12 (row 85)									
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.											
PCD14	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	See PCD11 (row 79)									
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.	We recognise that some action may be required here in order that we can fully meet the obligation over time. We will turn to this obligation once we have embedded the '10 days' of development time (Priority 1).		Review at end of action plan period (May '23)		Not yet identified.					
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Action 16: Develop a Researcher Cohort training programme to sit within the Research Leadership cohort training suite of programmes, to include content around career development, leadership and research identity		May '23	DocPD/ADRs	Minimum of 20 Research Staff to have undertaken cohort training by May '23			16. Consultation with research staff representatives and PIs has taken place to inform content, mode of delivery	No.RS undertaken cohort training = Delivery delayed as HR roll out of inclusive leadership programme introduced	16. Carried forward - delivery of programme to commence from January 2024
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See PCDM4 (row 96)									
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.	See PCD12 (row 85)									
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.	See PCD12 (row 85)									
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.	See PCD12 (row 85)									
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.	No specific action was identified as a result of the gap analysis. The obligation is adequately covered through existing provision and/or initiatives, for example our Research and Innovation Development Programme (RISDP). The lead for Knowledge Exchange is working closely with the Researcher Development Group to ensure alignment between actions within the University response to the Knowledge Exchange Concordat.									

* 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)	
Key:	
RDG	Researcher Development Group
MarComs	Dept. of Marketing and Communication
DocPD	Director of CPD
ADRs	Associate Deans Research
RIS	Research and Innovation Services
FMs	Faculty Managers
CaE	Dept. of Careers and Employability
HR	Human Resources
RDOs	Research Development Officers
GOs	Grants Officers
CMs	Collaboration Managers
RS	Research Staff
ICG	Institute of Cosmology and Gravitation
RSF	Research Staff Forum
RN	Researchers' Network
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	
RDF	Researcher Development Framework	
QUB	Queens University Belfast	
QMUL	Queen Mary University London	
KEF	Knowledge Exchange Framework	
DDRIS	Deputy Director Research and Innovation Services	