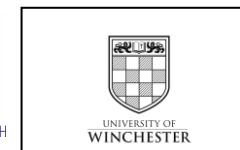


HREiR Action plan template for institutions (2022-2025)



HR EXCELLENCE IN RESEARCH



Details

Institution name:	University of Winchester
Cohort number:	13
Date of submission:	30/03/2023
Institutional context:	The current review and action plan is produced in a context where the majority of the responsible individuals listed on the previous action plan have left the University in the previous 12 months (Director of RKE; Director of HR; Head of Careers; Research Funding Manager; Director of Postgraduate Research Students). Many of the action points in the previous plan were not completed and the current plan takes the opportunity to recalibrate institutional engagement with the Concordat. The previous action plan was heavily focused on PGR Students, whereas the current plan is more substantially directed towards research, and research and teaching staff and postgraduate researchers.

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

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	13	Please note when discussing all researcher it includes research, and research and teaching staff and postgraduate researchers
Postgraduate researchers	238	
Research and teaching staff	149	
Professional support staff	28	Those directly supporting/working with R&I
Other (provide numbers and details):	5	Executive Leadership Team

Complete for submission

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)
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.							
ECI1	Ensure all relevant staff are aware of the Concordat.	<ol style="list-style-type: none"> Integrate into URIS and strategies informed by it. For the first time UoW will run the CEDARS survey, as well as running an annual internal survey (research staff, research and teaching staff and their line managers). Implement a Research Concordat working group (RCWG). Membership will include at least one research/research and teaching staff representative from each career stage (PGR, ECR, midcareer and Professoriate), one representative from each faculty, and senior colleagues from HR, R&I and Organisational Development. This subcommittee will report to and be overseen by the University Senate R&I. Hold an annual Concordat-themed event open to all research staff and their line managers to talk about the action plan and generate feedback and future ideas. 	No	August 2023 September 2023 October 2023 September 2024	DRI HORI HREI and HORI HREI and HORI	<ol style="list-style-type: none"> Awareness of the Concordat through integration with the University strategy and 100% of unit level strategies. Once we have the baseline data for awareness levels, the RCWG will monitor and set a target to reduce the number of researchers who have not heard of the concordat (CEDARS 2023). Aim for initial response rate of 20% of the research active population. The RCWG will have a regular agenda item at the Senate R&I meeting where the minutes will reference progress towards the Research Concordat and an annual report to demonstrate compliance. Offer 100% of research and research and teaching staff and PGRs the opportunity to attend this event. Monitor attendance with an aim to increase over the coming 3 years. Review and set target for March 2025. 	
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	<ol style="list-style-type: none"> RCWG to review institutional policies and processes relevant to research, and research and teaching staff and postgraduate researchers and agree input with policy owners annually. Promote policies relevant to research staff on the UoW website; UoA leads to disseminate; and link relevant policies within the R&I quarterly newsletter and up and coming changes. 	No	August 2025 August 2025	HORI All Heads within R&I	<ol style="list-style-type: none"> Minute the RCWG review of policies impacting researchers and planned improvements. UoA leads to promote policies at the beginning of every academic year. Monitor the click through rate to policies and bi-annually analyse the data to identify if targeted actions are needed if click through is low. 	
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.	<ol style="list-style-type: none"> Undertake the annual research environment and culture survey of research staff and research and teaching staff to review the progress of the Research Concordat in addition to undertaking CEDARS every other year. Hold an annual Concordat-themed event open to all research staff and their line managers to talk about the action plan and generate feedback and future ideas on enabling research. Develop and promote a bank of testimonies on individual researcher's career progression and the function of support services. 	No	September 2024	HREI and HORI	<ol style="list-style-type: none"> Aim for an initial response rate of 20% of the research active population and present the results to the RCWG for discussion/action. Offer 100% of PGRs, research and research and teaching staff the opportunity to attend the event. Monitor attendance with an aim to increase over the coming 3 years. Promote testimonies within R&I newsletters quarterly, with a focus on a member from the PGR, ECR, MCR, and professoriate community. Totalling four per year. 	

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.	<ol style="list-style-type: none"> 1. Ensure all UWG strategies include this stipulation and introduce clear steps for accomplishment that can be regularly monitored. 2. Establish an HR Excellence in Research focus group and a research-only staff focus group. 3. Evaluate all research staff involvement in the project development scheme (mentoring related) to include review of processes, engagement, and impact. Use findings to develop the programme to increase research staff engagement. 	No	<p>March 2024</p> <p>August 2024</p> <p>August 2024</p>	<p>HREI, UWGs and UL</p> <p>HREI, Researchers</p>	<ol style="list-style-type: none"> 1. 100% of university research strategies to include consideration of and reference to Concordat and context specific actions in associated operational plan. Researchers to feedback on effects of strategic actions, with 75% satisfaction sought. 2. Run focus groups with both group constituencies to evaluate success and devise future improvement actions. 3. Establish a baseline data for engagement in mentoring scheme, for which the RCWG will monitor and set a target to increase the engagement.
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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.	<ol style="list-style-type: none"> 1. Workload planning to take mental health and wellbeing into account. 2. Promote good mental health and wellbeing (including how to get support for discrimination, bullying and harassment) through communications to all researchers and sessions at events such as symposium addressing trauma in research. 	No	September 2024	DHR SW, HREI and HORI, Reader in Education.	<ol style="list-style-type: none"> 1. Record an increase in the proportion of researchers believing that UoW promotes better mental health, and that they have a good work life balance. 2. Signposting for good mental health and wellbeing to be included in all R&I newsletters and at R&I events. 3. Monitor attendance and feedback to inform further events.
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	<ol style="list-style-type: none"> 1. All managers to receive Mental Health First Aid Training. 2. Ensure all staff are offered the opportunity to take 6 hours per academic year (pro rata) to attend wellbeing activities. Identify barriers to entry. 	No	August 2024	DHR	<ol style="list-style-type: none"> 1. Establish a baseline for the managers of researchers undertaking relevant training by August 2024. Then advise on the realistic measure to increase thereafter. 2. By August 2025 100% of managers effectively trained to a recognised standard. Managers to report on satisfaction, with the aim of 75% positive feedback. 3. Monitor attendance, ensuring 100% of staff wanting to attend have been able to by utilise the data/feedback from the Research Environment and Culture survey, HR Excellence focus groups and CEDARS.
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	<ol style="list-style-type: none"> 1. Managers to support research, and research and teaching staff to promote a healthy working environment 	No	January 2024	HoDs, Deans and AWOG	<ol style="list-style-type: none"> 1. Research staff and research teaching staff on the RCWG to report back at every meeting on the extent managers are promoting a healthy working environment that supports researchers' wellbeing and mental health. 2. Faculty Deans to confirm that 100% of managers have received the relevant workplace policies to signpost their research and research and teaching. Additionally, they are aware with whom they can discuss concerns.
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	<ol style="list-style-type: none"> 1. Managers of researchers to fully consider and enable flexible working requests to support researchers, wherever possible, such as, reasonable adjustments for disabilities, parental, adoption and surrogacy leave entitlements. 2. Managers to highlight existence of flexible working policies and processes and examples of best practice. 	No	Immediate	HR, HoDs, Deans and AWOG	<ol style="list-style-type: none"> 1. Faculty Deans to confirm at Senate R&I (quarterly basis) the extent to which flexible working opportunities are being utilised by their community of researchers and research and teaching staff. 2. HR to report how many formal flexible working requests have been logged on iTrent annually.

ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	1. Promote the suite of training and support for positive mental health and wellbeing for all researchers and professional support staff,	No	August 2024	SW	1. 75% positive feedback from training courses that it had a positive impact on wellbeing.
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.	1. Consult and produce an Anti-Bullying and Harassment policy and procedure. Once implemented from August 2024, ensure all research staff know how to get support for discrimination, bullying and harassment.	No	August 2024	SW, DECC	1. Policy created and promoted by August 2024. Thereafter, research staff and research teaching staff on the RCWG to report back at every meeting on the extent managers are promoting a healthy working environment that supports researchers.
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	1. See ECI3. 2. Managers of researchers to promote a healthy working environment. 3. Managers of researchers to ensure that researchers are aware of resources to support their mental health and wellbeing, and also how to report/address incidents of discrimination, bullying and harassment.	No	August 2025	Line Managers of researchers.; DECC	1. See ECI3. 2. From August 2024 research staff and research teaching staff on the RCWG to report back at every meeting on the extent managers are promoting a healthy working environment that supports researchers.
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, and research misconduct.	1. Researchers to proactively utilise mechanisms available internally to address standards of behaviour which fall below expectations.	No	November 2024	All Researchers	1. Promote testimonies at the annual Concordat event highlighting how formal mechanisms have been used effectively to improve working conditions for researchers, as well as promoting in the R&I newsletters.
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.	1. Provide equality, diversity, and bias awareness development for managers training.	No	August 2024	DECC	1. Establish a baseline of those who have already undertaken EDI training. Aim for 100% of mandatory training elements (i.e., unconscious basis training) to be completed by managers of researchers. 75% positive feedback from training courses that it had a positive impact on their work practice.
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	1. Researchers to proactively seek out policies and undertake training related to research integrity, and equality, diversity and inclusion.	No	June 2024	Researchers	1. Establish a baseline from the CEDARS 2023 survey that researchers understand the internal policies and external programmes, such as Athena Swan and the University's Race Equality Action Group.
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.	<ol style="list-style-type: none"> 1. Provide a university level event on research integrity and professional conduct for managers (HoDs, ULs, Deans), disseminating key aspects to all research, and research and teaching staff and postgraduate researchers. 2. Integrate research integrity and professional conduct standards into all Unit strategies. 3. R&I to monitor exception and ensure interventions are effective if breaches have occurred. 	No	<p>October 2023</p> <p>September 2024</p> <p>August 2025</p>	<p>HREI, managers and researchers</p> <p>DRI; HREI; ULs</p> <p>DRI, HREI</p>	<ol style="list-style-type: none"> 1. 100% of staff offered training. Seek feedback from the event and dissemination exercise, confirming 100% awareness and understanding from attendees. Where feedback does not indicate this, develop further targeted actions. 100% of Unit strategies to include standards for integrity and professional conduct, including actions in operational plan, where necessary and appropriate. Focus group sessions for managers to capture understanding of current compliance levels and how they could be improved. Provide opportunities for showcasing and sharing good practice at Research Concordat annual event. 2. 100% researchers deemed to have not maintained the highest standards of research integrity to be offered support to improve practice. 	
ECM3	Ensure managers' report and address incidents of poor research integrity.	<ol style="list-style-type: none"> 1. Managers of researchers to receive training on research integrity and appropriate professional conduct. 2. Managers of researchers to work with them to ensure they are attending relevant training and maintaining the highest standards of research integrity and professional conduct. 	No	June 2024	ULs CEC	<ol style="list-style-type: none"> 1. Chair of Ethics Committee to confirm to Senate R&I (quarterly basis) that 100% of managers have been offered appropriate training. Establish a baseline for the managers of researchers undertaking relevant training by August 2024 and advise of the realistic measure to increase thereafter. 2. HR Excellence focus group to feedback twice a year to DRI the extent to which training is taking place across the research community. 	
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	<ol style="list-style-type: none"> 1. See ECR2 (Equality, diversity, and inclusion section - point 1) 	No				
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	<ol style="list-style-type: none"> 1. See ECR4 (Bullying and harassment section – point 1) 	No				

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.	<ol style="list-style-type: none"> 1. R&I to clarify roles and membership of specific committees with relevant organisational policy and decision-making power. To ensure research staff know about the reps and understand how to raise matters for discussion. 2. To ensure research staff have, and know they have, a voice at Senate via their faculty rep. 3. Review Terms of Reference and membership of Senate R&I Committee and the Research Concordat Working Group includes a HR representative. 	No	August 2023	DRI, HREI, HORI.	<ol style="list-style-type: none"> 1 & 2 To establish a baseline level of interest in policy and decision making within the institution by utilising the data/feedback from the CEDARS 2023 survey. Garner feedback on the interest level via the HR Excellence focus group and identify potential barriers. 3. Active formal engagement with relevant policy development and effective communication of outcomes. 4. Change of Terms of Reference to include a HR representative. 	
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.	<ol style="list-style-type: none"> 1. Deans/ULs to ensure that researchers can feed into developing a positive research culture, e.g., through input into the development of Unit of Assessment and faculty policies. 	No	August 2024	ULs; HREI HoDs; Deans, line managers of researchers	<ol style="list-style-type: none"> 1. To identify one example per year of how a manager and researcher has influenced policy, feed into RCWG and publicise via R&I newsletters. CEDARS response at least 60% agree they have been provided with opportunities to participate in decision-making processes; UoG staff survey findings. 2. To establish a baseline level on the opportunities provided to participate in contributing to policy decision-making processes by utilising the data/feedback from the CEDARS 2023 survey. 	
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	<ol style="list-style-type: none"> 1. See ECM5. 					
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	<ol style="list-style-type: none"> 1. See EMC5. 2. Researchers to be engaged as part of annual Unit of Assessment reviews chaired by ULs 	No	September 2024	ULs; HoDs; Deans	<ol style="list-style-type: none"> 1. See ECM5. 2. 100% of researchers will be able to engage directly through official meetings. 	
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	<ol style="list-style-type: none"> 1. Researchers to recognise their role as stakeholders and act positively on this potential and strengthening the institutional research environment. 	No	August 2024	ULs; R&I; researchers; managers	<ol style="list-style-type: none"> 1. 60% of researchers to undertake development opportunities (offered through the Researcher Development Framework, wellbeing, and staff development) each year. 2. Publicise via the R&I newsletters on contributions to wider research, and research and teaching staff and postgraduate researchers' community such as mentoring schemes. 	
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.

E1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	<ol style="list-style-type: none"> Continue to ensure recruitment and selection training undertaken by interview panel chairs, which includes bias awareness and equity. Undertake an annual survey of new research and research and teaching staff, seeking feedback on the selection and appointment process. 	No	August 2025	DHR	<ol style="list-style-type: none"> Implementation and compliance with panel composition and mandatory training requirements. Implement and establish a baseline response rate to the new starter survey. Report annual survey response to RCWG and identify any appropriate actions. 	
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	<ol style="list-style-type: none"> Audit of induction for researchers across the University, from department to university level. Identify and share good practice. Create a university wide research induction package from acceptance of appointment to end of probation. Develop a UoW mentor network so that all researchers have at least 1 suitable mentor who is separate from their line manager. 	No	Review of current provisions by March 2024 and design and implementation by January 2025 F	DHR; HREI HORI HREI	<ol style="list-style-type: none"> 100% staff reporting to have been offered an induction with research specific information, with a satisfaction level of 75%. Evidence that a mentor network has been created and all researchers have been signposted to relevant UoW mentors. Establish a baseline by utilising the data/feedback from the Research Environment and Culture survey, HR Excellence focus groups and CEDARS 2023. 	

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.	<ol style="list-style-type: none"> HR developing new career framework and appraisal process with input from R&I. 	No	Consultation to begin January 2024. Process agreed by January 2025 (subject to union negotiations)	HR; ELT	<ol style="list-style-type: none"> Implementation of new framework. 	
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion, and reward of researchers.	<ol style="list-style-type: none"> See E13 					

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.	<ol style="list-style-type: none"> Managers of researchers to undertake relevant training with regards to relevant legislation, practice and policies, including T&Cs on grant funding. 	No	August 2024	HREI; HEF; HR	<ol style="list-style-type: none"> Minimal number of breaches. Researchers are expected to use the induction checks on HR systems, which will support them to read the relevant employment legislation and codes of practice through the university policies, and to attend the HR induction. These processes form part of probation and are essential and contractual obligations. 	
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ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	1. Researchers to embrace working within relevant policies, procedures and legislation and their funder requirements.	No	August 2023 (development) August 2025 (implementation)	HREI; HEF; HR	1. Zero registered breaches. Researchers are expected to use the induction checks on HR systems, which will support them to read the relevant employment legislation and codes of practice through the University policies, and to attend the HR induction. These processes form part of probation and are essential and contractual obligations.	
ER2	Researchers understand their reporting obligations and responsibilities.	1. Researchers to work with their line managers, senior managers, and R&I department to ensure they understand and adhere to reporting obligations and responsibilities.	No	August 2024	Researchers	1. No breaches occurring.	
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.	1. To implement training provision of training in effective line/project management for those with direct reports.	No	August 2024	DRI, HORI and DHR.	1. Training programme to be implemented to 100% of research, and research and teaching staff and postgraduate researchers and managers. 2. Researchers to be surveyed on awareness and compliance by deadline, with ambition that 90% declare they are working in compliance and indicate where they are not, to inform further action. Programme to be mandated if take up is less than 30% from eligible staff in first year.	
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.	1. Ensure managers of research staff fully understand and can undertake the role. 2. Ensure consistency of approach to the management of research staff. 3. Ensure that Faculties monitor IDRS, ensuring that research staff have annual reviews and personal and professional development plans in place.	No	December 2024	DHR	1. SD to arrange a Supporting Induction & Probation session, targeted at managers of research staff. 50% of staff to have attended. 2. Garner feedback on the consistency of management amongst staff via the HR Excellence focus group. 3. At least 75% of all research staff to have received an appraisal including objective setting and development conversations as evidenced by Faculties, and 80% to have found it useful.	
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	1. Managers of researchers to undertake relevant training opportunities to effectively manage researchers.	No	December 2024	Deans and line manager	1. See EI5 and EI4.	
EM4	Managers actively engage in regular constructive performance management with their researchers.	1. Review the IRDS process for research staff to ensure it encompasses clear and achievable goals, as well as personal and professional development.	No	Consultation to begin January 2024. Process agreed by January 2025 (subject to union negotiations)	DHR	1. Consultation report on research staff appraisal (with strong research staff input) produced with specific recommendations.	
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	1. Researchers to positively embrace the opportunities to engage with the review of the IRDS.	No	January 2024-December 2024	Researchers	1. 30% of the research population feed into the consultation.	

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.	1. The University has no internally funded research-only staff on fixed term contracts and has no intention of changing this practice. However, in readiness of our aspirations to receive external funding to increase our research capacity, we will seek best practice from other institution on effective redeployment processes for externally funded researchers.	No	December 2024 complete exploration of other HEI policies and practice. Implementation June 2025	R&I HR	1. Implementation of policy and monitor the policy impact.	
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.							
PCD11	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	1. Establish a comprehensive training programme across the academic year relevant to researcher orientation, funding acquisition, managing research projects and teams, research culture, impact and knowledge exchange, with sufficient places so that each researcher could have 10 days of training per person. 2. To monitor attendance of training courses to be able to analyse and report on whether the minimum number of training days per member of staff is being met.	No	October 2023	HORI	1. Provide sufficient volume of training activities aligning to the Vitae RDF, for researchers to undertake a minimum of 10 days of training opportunities per year. An average of 75% satisfaction from attendees of training provisions. 2. To produce an annual report on the Researcher Development Framework provisions monitoring attendance at institutional training and presented at the RCWG to inform future action planning.	
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	1. Identify how central professional development activities are currently monitored and report on this action. 2. As part of the Researcher Development Framework run an annual focus group with all researchers, and with managers, to explore the extent of engagement and barriers to progress	No	October 2023	SD	1. Add information into the researcher training provisions annual report of centrally collated information to be presented at the RCWG to inform future action planning. 2. Report thematic analysis of focus groups to RCWG to inform future action planning.	
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.	1. All line managers of researchers to ensure researchers are empowered to spend 10 days per year on professional development, as a minimum. Activities to include formal training e.g., through the Researcher Development Framework, work experience or external training opportunities. Time, for example, to write publications, should not be included within this allocation. 2. Policy highly visible on website and communicated to all researchers during recruitment and induction.	No	August 2024	Deans/line managers of researchers	1. To establish the average number of days of training undertaken by researchers. 2. Embedded in the induction and visible via the staff development webpage.	

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.	1. Researchers to engage positively with their professional development.	No	October 2023	Researchers	1. See PCDM3. 2. See PCDM2.	
Career development reviews							
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews. Objectives achieved through annual IRDS training and guidance.							
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	1. HR developing a new appraisal process and career framework, with input from R&I, including revised individual researcher report and planning form. 2. Develop a suite of leadership and management training for managers of research staff focused on effective management for career development		December 2025	HR and R&I	1. Measures of baseline engagement rates and feedback collected with an aim for average of 75% satisfaction from attendees of training provisions.	
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	1. See PCDI6 section (Championing professional development)					
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	1. Line managers to ensure that they undertake annual formal IRDS, an interim appraisal with researchers that includes discussion around career development. 2. Line managers of researchers to have undertaken relevant internal training on how to support/enable the career development of researchers.	No	July 2023	Deans/line managers	1. Establish a baseline from the CEDARS 2023 survey on the number of researchers that have an appraisal. 2. 100% of line managers to have been offered relevant training.	
PCDR4	Researchers positively engage in career development reviews with their managers.	1. All researchers' categories to positively engage in career development reviews with their managers.	No	July 2023	Researchers	1. Establish a baseline from the CEDARS 2023 survey on how many engage with performance review.	
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.							
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	1. Advertise careers advice services available directly to PGRS and ECR research staff. 2. Create case studies on research staff career pathways. 1. 3. See PCDI5	No		Careers service/ HR (people management).	1. Highlight careers service to researchers in the R&I newsletter. 2. Publish two case studies per annum, detailing career development of researchers in academic and non-academic career paths in the R&I newsletter. 3. 3. See PCDI5	
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.	1. All researchers to ensure they develop and maintain a PPDP as part of their annual IRDS process.	No	July 2023	All researchers	1. Establish a baseline from the CEDARS2023 survey on how many maintain a PPDP as part of the institutional IRDS.	

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.							
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	1. Clarify institutional expectation that, in line with the Concordat, researchers will have the opportunity to develop their research identity and broader leadership skills	No	January 2024	HORI	1. Establish a baseline from the CEDARs 2023 survey on how average number of days undertaken by Research, and Research and teaching staff and postgraduate researchers.	
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.	1. Identify opportunities and allow time for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	No	January 2024	HR, HoDs, Deans, R&I	1. Utilising the data/feedback from the Research Environment and Culture survey, HR Excellence focus groups and CEDARS to evaluate success and devise future improvement actions. 2. Establish a baseline data for engagement in the mentoring scheme. The RCWG will monitor and set a target to increase the engagement.	
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	1. Online training for managers of researchers to be offered.	No	October 2023	HR, HoDs, Deans, R&I	1. 100% of manager uptake of eModules. 2. Utilising the data/feedback from the Research Environment and Culture survey, HR Excellence focus groups and CEDARS to evaluate success and devise future improvement actions.	
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	1. Researchers to take responsibility for developing their research identity and leadership skills.	No	October 2023	HR, HoDs, Deans, R&I	1. Utilising the data/feedback from the Research environment and culture survey, HR Excellence focus groups and CEDARS to evaluate success and devise future improvement actions. 2. Establish a baseline data for engagement in the mentoring scheme. The RCWG will monitor and set a target to increase the uptake in staff training programmes.	
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.							
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.	1. Offer workshops on how to change career paths between academia and other industries. 2. Facilitate external mentorships with researchers who have pursued non-academic careers.	No	January 2024 September 2024	Careers Advisors; HEEP HIC	1. Offer two workshops per year on how to develop your career as a researcher within and beyond academia. 2. Broker a minimum of two external mentor/mentee relationships per year.	

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.	<ol style="list-style-type: none"> 1. Line managers to ensure that researchers are aware of the UoW Mentor Network member allocated to them and ensure it is an active relationship. 2. Ensure that researchers access the central careers guidance available to them. 	No	August 2024	Deans/ /line managers of researchers	<ol style="list-style-type: none"> 1. Establish a baseline data for researcher staff actively meeting mentors. 2. See an annual increase in the number of researchers accessing the careers service by 10% each year.
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.	<ol style="list-style-type: none"> 1. Researchers to engage positively with opportunities to develop a range of future employment options. 	No	October 2023	HDS	<ol style="list-style-type: none"> 1. Immediately open PGR training on careers to research-only staff and monitor attendance with the ambition of 50% uptake and 75% satisfaction. 2. Launch the Researcher Development Framework and monitor attendance and satisfaction level for the Researcher Development Framework provision. 3. See an increase in the number of researchers meeting mentors.
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.	<ol style="list-style-type: none"> 1. Researchers to take responsibilities for developing their experience of the wider research experience. 	No	June 2024	HDS	<ol style="list-style-type: none"> 2. See an increase in the number of researchers reporting they have undertaken training across the research system. Once a baseline has been established, the RCWG will set a target, but our initial ambition is 50% uptake and 75% satisfaction.

Further hyperlinks and supplementary information (more rows can be added)	
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Abbreviations and glossary (more rows can be added)	
AWOG	Academic Workload Oversight Group
DECC	Director of Equalities, Conduct and Complaints
DHR	Director of HR
DRI	Director of Research & Innovation
FRIC	Faculty R&I Co-ordinators
HDS	Head of Doctoral School
HEF	Head of External Funding
HoD	Head of Department
HORI	Head of Operations, Research and Innovation
HR	Human Resources
HREI	Head of Research Environment & Impact
IRDS	Individual Review and Development Scheme
RCWG	Research Concordat Working Group
KE	Knowledge Exchange
R&I	Research & Innovation
SR&I	Senate Research & Innovation Committee
UREC	University Research Ethics Committee
UL	Unit Leads (Units of Assessment for REF)
UoA	Unit of Assessment
URG	University Research Group
URIS	University Research & Innovation Strategy
UWG	Unit Working Group
HEEP	Head of External Engagement and Partnerships
SW	Staff Wellbeing
SD	Staff Development
CEC	Chair of Ethics Committee
HIC	Head of Innovation and Collaboration
UoW	University of Winchester