

**Details**

<b>Institution name:</b>	University of Dundee
<b>Cohort number:</b>	3
<b>Date of submission:</b>	10/06/24
<b>Institutional context:</b>	The University of Dundee is a mid-sized, research-intensive institution. The University has a relatively large research staff population especially in the areas of biological and medical sciences.

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	537	
Postgraduate researchers	950	
Research and teaching staff	476	
Teaching-only staff	355	
Technicians	298	
Clinicians	164	
Professional support staff	613	
Other (provide numbers and details):		

Complete for submission								To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/c carried forward/no further action)	
<b>Environment and Culture</b>										
<b>Awareness and engagement</b>										
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.										
EC11	Ensure all relevant staff are aware of the Concordat.	Based on the institutional review aimed at enhancing the structure and resourcing of researcher development (see PCDI3), Research and Innovation Services – Research (RIS- Research) will engage with the survey finding by December 2026	No	December 2026	RIS- Research	<b>Impact will be measured by:</b> Conducting annual pulse surveys via MSForms to establish a baseline awareness of the RDC by relevant staff and using PowerBI tool to identify key themes year on year. This feedback will be a standing agenda point on the newly established People Research, Culture and Environment sub-committee and discussed with the Research Staff Forum through presentations and focus groups. Evaluation of any interventions will be carried out and fed into future action plans.				
EC12	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	We will undertake a full review of key policies including our Dignity at Work and Study (DAWS) and Grievance policies. The People Directorate will recruit a People Partner to focus specifically on Policy.	No	August 2024	People directorate – Head of People Partnering	<b>Impact will be measured by:</b> Linking all policies via the relevant web and Sharepoint sites and via internal channels to continually promote and measure increased awareness via MSForms pulse survey referred to in EC11. Aiming for 60% of Research Staff and Line-managers to agree that the institutional policies and practices relevant to researchers are inclusive, equitable and transparent.  Ensuring that the number of grievances and DAWS complaints are closely monitored and regularly report on the number of DAWS and grievance cases. This report is shared with an external governance committee - People and Organisational Development Committee (PODCO) annually. Focusing on clearer policy and more detailed guidance for managers will reduce the number of formal cases, with a 20% target in reduction of the number of cases which reach employment tribunal.				
EC16	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.	The all-staff survey runs every two years, with the possibility of additional pulse surveys if a business need arises.	No	November 2023 for first staff engagement survey. November 2025 for second staff engagement survey.	Head of Talent and Development and the new Researcher Development Manager (in post March 2024)	<b>Impact will be measured by:</b> Comparing baseline survey data below every two years. For example: Target Baseline survey data for research staff: Response rate – 48% ( Culture, Employment and Development of Academic Researchers Survey (CEDARS)) in 2021 was only 20%). We received 255 responses from 535 research staff. Engagement Index – 6/10, which is in the 'moderate' range. Average Score – 6.5/10, which is in the 'moderate' range. ED&I baseline question 'I believe the University has an inclusive culture where I feel safe and respected' – 7.1/10, which is in 'positive' range.  Target for 2025 survey Response rate – 48% - maintain level Engagement Index – 6/10 – increase to 6.5 (still in the 'moderate' range) Average Score – 6.5/10, increase to 7 (from moderate to positive range) ED&I baseline question 'I believe the University has an inclusive culture where I feel safe and respected' – 7.1/10, maintain level (positive range is 7 and above).	There are real benefits to collecting feedback on researcher culture and engagement via the staff survey, and we have seen a welcomed increase in response rate from researchers (48% compared to 20%, when feedback was collected via the CEDARS survey when this was run in 2021).			

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.	The University will conduct a mapping exercise using the newly developed UKRI/Vitae framework for Research Culture, set to complete in December 2024. Following from the set-up of a new Research Culture and Environment Team in RIS, a new Researcher Development Manager (RDM) is set to join the team in March 2024.		December 2024	RIS- Research	The RDM will be reviewing recommendations from this report as well as leading on the implementation of relevant action across the academic year 2025-2026.				
<b>Wellbeing and mental health</b>										
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.	The People Directorate (Talent and Development and Safety Services) will target the eight Deans of Schools (who are the ultimate managers of all managers of research) to signpost mental health and wellbeing resources available to support researchers and request that they cascade these communications at local levels. The university's probation policy will include reference to staff wellbeing in its next revision which will be late 2024.  Probation will be monitored closely within the People directorate, and staff wellbeing will be part of the probation review process.  Research staff will be represented in any policy or process review.	Yes	December 2024	People Directorate – Talent and Development and Safety Services	<b>Impact will be measured by:</b> Establish a new baseline and then recording a reduction in absences, by an initial 10%, from Schools which relates to mental health and wellbeing during probation, and increased participation around the University's wellbeing initiatives and support packages provided by the People Directorate.				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	The People Directorate (Talent and Development and Safety Services) with target the eight Deans of Schools (who are the ultimate managers of all managers of research) to signpost mental health and wellbeing resources available to support managers of researchers and request that they cascade these communications at local levels. The interventions available to staff are a blend of face-to-face, online, and self-directed learning.	No	Annually in 2024/2025/2026	People Directorate – People Partnering/Talent and Development	<b>Impact will be measured by:</b> Annually reviewing and reporting on the number of managers of researchers who engage with these resources in August 2024, 2025, and 2026 to observe attendance and engagement data trends following this new marketing and communication approach. By 2026, all new Managers of Research Staff will be engaged with these interventions.				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	A new staff engagement survey provider has been commissioned in 2022, and a new Staff Engagement Survey Steering Group established in January 2023, including three early career researchers, an academic lead, Union representatives and an ED&I Lead. This Steering group will be responsible for developing a new baseline survey for the university, launched on 21 April, closing on 19 May. A Deep Insights Report was provided to the university following the close of the survey, with data broken down by area and staff type as appropriate. Researcher data was analysed and baseline measures developed, depending on the results obtained. This staff engagement survey will run every two years with the possibility of additional pulse surveys if a business need arises.	No	November 2023 for first staff engagement survey. November 2025 for second staff engagement survey.	Researcher Development Manager and Head of Talent and Development (co-led for Staff engagement survey)	<b>Impact will be measured by:</b> Continually recording targeted measures formed from two of the staff engagement survey questions, from the baseline established in September 2023:  Staff engagement survey questions: 'I feel able to discuss my mental health and wellbeing with my line manager.' 'I am able to maintain a healthy wellbeing balance.'  Deadline – Nov 2023 for first staff engagement survey. Nov 2025 for second staff engagement survey. Targeted impact – Staff engagement survey questions: 'I feel able to discuss my mental health and wellbeing with my line manager.' 2023 baseline scores is 6.7/10 which is in the 'moderate' range We will aim to increase this score to 7/10 in the 2025 staff engagement survey (from moderate to positive range) 'I am able to maintain a healthy wellbeing balance.' - 6.4/10 which is in the 'moderate' range – increase to 7/10 in 2025 (from moderate to positive range) 2023 baseline scores is 6.4/10 which is in the 'moderate' range We will aim to increase this score to 7/10 in the 2025 staff engagement survey (from moderate to positive range).				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	People Partners have briefed managers on how to respond to flexible working requests. Information on flexible working processes has been updated online. Policy will be updated by June 2024 to reflect statutory changes in law relating to flexible working. Flexible working requests will be monitored and recorded locally by schools and directorates.	No	June 2024	People Directorate – People Partnering	<b>Impact will be measured by:</b> Evidencing the number of enquiries and applications.				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Cross over action and impact with ECM3								
<b>Bullying and harassment</b>										
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.	Part 1- The university will review its Dignity at Work and Study Policy and processes for reporting discrimination, bullying and harassment (see ECI2). An anonymised online reporting system will be introduced.  Part 2 -The new supportive probationary process for research staff approved following consultation with trade unions will be launched in academic year 2024-25. This new process will provide research staff with clarity on the expectations of probation and support them in successfully integrating into the university's research community.	No	Part 1- November 2023 for first staff engagement survey. November 2025 for second staff engagement survey.  Part 2 - Implementation on by the beginning of Academic Year 2024-25. Baseline data available in late 2025.	Part 1- Head of Talent and Development (co-lead for staff engagement survey) and Head of Research Culture and Environment.  Part 2- Head of Reward & Recognition and Reward & Recognition Manager.	<b>Impact will be measured by:</b> Part 1 - Following staff engagement survey question and response data for researchers. Baseline staff engagement survey data for research staff (2023): 'I feel able to discuss my mental health and wellbeing with my line manager.' – 6.7/10, which is in the positive range. Target– Target for the 2025 staff engagement survey: 'I feel able to discuss my mental health and wellbeing with my line manager.' – We aim to improve this score from 6.7/10 (moderate), to 7/10, which is in the positive range.  Part 2 - Target for beginning of academic year 2026-27, shows successful completion of probation across research staff in their first year of employment is above the 2025 baseline figures.				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	New online reporting mechanism will be introduced in academic year 2023/2024 (see ECI2). This will be accompanied by a promotional campaign to raise awareness throughout the university, including the use of third-party reporting.	No		Deans/ People Directorate – People Partnering	<b>Impact will be measured by:</b> Ensuring managers promote policy and their commitment to addressing any issues raised at School meetings and through a range of School communication channels.  Monitor reporting from point of implementation of the new online reporting mechanism and ensure incidents have been dealt with effectively, with reporting on a yearly basis.				
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.	Implement an online reporting platform, Report and Support (R&S), to facilitate the reporting of concerns regarding bullying, harassment, discrimination, or potential criminal behaviour by staff, students, researchers, and third parties.	No	31 <sup>st</sup> July 2024 for implementation of the R&S platform.	People directorate - Deputy Director of ED&I and Head of People Partnering	<b>Impact will be measured by:</b> The implementation of the R&S tool is anticipated to result in an increase in reported cases, providing deeper insights into the causes and distribution of issues related to discrimination, harassment, and bullying. This will enable targeted interventions to address these issues effectively and foster a safer and more inclusive environment for researchers and other members of the university community.  Success Measure/Target: Track the implementation progress of the R&S tool, including initial scoping work, design, and delivery planning, and ensure it is operational by the deadline of July 31, 2024.  Target for 2025 Staff Engagement Survey: Maintain the university's ED&I Key Performance Indicator (KPI) question "I believe the University has an inclusive culture where I feel safe and respected" at a rating of 7.1/10, which falls within the positive range, as indicated by responses from staff participating in the survey conducted in November 2025.	Establishing an online reporting mechanism, Report and Support (R&S), will enable all staff (including researchers) to report instances of discrimination, harassment, bullying, or potential criminal behaviour through various channels including the university website, People Pages of the SharePoint, and the People Manager Resource.			
<b>Equality, diversity and inclusion</b>										
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.	Please see ER1.  Compile and maintain accurate data on managers of researchers that can be used to assess attendance at mandatory and elective training.	Yes	June 2024  August 2024	Safety Services/ ED&I  School Deans	<b>Impact will be measured by:</b> Acquisition and maintenance of this data over three years of planning period, and its practical use in assessing training attendance by managers of researchers. Currently, 63% of researchers within the University have completed their mandatory ED&I training. Engagement with the training is tracked routinely and the university will aim for 95% of researchers to have completed this training by the start of the academic year 2024/2025.  The impact of this training will be measured by returning a positive score for the following question in the staff survey, "The university treats everyone with dignity and respect, regardless of their protected characteristics". A positive score will be 7.0 or above. The current score for this question is 6.4.				
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	See ECI2.								
<b>Research Integrity</b>										
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	Promote, progress and report on mandatory research integrity training for research degree supervisors and cross promote training to a wider audience of research staff. A revised achievable target of approximately 65% is therefore proposed, considering factors such as staff turnover and the	Yes	July 2025	Research Governance and Policy Sub-Committee	<b>Impact will be measured by:</b> While staff are not surveyed on research integrity in the staff survey, data from the Postgraduate Research Experience Survey (PRES) 2023 survey of PGRs reveals 90% of PGRs at Dundee agreed that their understanding of 'research integrity' has developed, surpassing the Global benchmark by 3 percentage points (87%). The success of this measure will be maintaining engagement awareness				

	and professional conduct.	observed plateauing trend in the supervision figure, with acknowledgment of the ongoing ambition to ultimately reach the 80% mark.  We have had approval to recruit a Research Integrity Officer and they should be in post by February 2025.				around 90%. It is noted that there is currently a lack of personnel to fully promote and implement the necessary measures for research staff.  Once in post, the Research Integrity Officer activity will allow a step change in our approach to research staff engagement with research integrity training.				
ECM3	Ensure managers report and address incidents of poor research integrity.	See ECI5/ECM2 (promotion of research integrity training)								
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	See ECI5/ECM2 (promotion of research integrity training)								
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 (promotion of research integrity training)								
<b>Policy development</b>										
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.	Launch consultation process leading to incorporation of a research staff representative on the Research and Knowledge Exchange Committee (RKEC).	No	June 2024	Vice Principal (Research); Research People, Culture and Environment Sub-committee	<b>Impact will be measured by:</b> Appointing representations from both the Research staff and line-manager of research staff to a new Research People, Culture and Environment sub-committee by June 2024.  Evaluation of the impact of this measure will ensure that incorporating the research staff representative into the new structure gathers input from our research staff community, and assist with drafting of necessary policies or guidelines, in the future. We propose to conduct a formal survey across the new sub-committee, chaired by a new Assistant Vice Principal for Research Culture, to gather the benefit of having a research staff representative in S 2026, to coincide with the continuous presence of the research staff community representative within this committee for two years.				
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.	Please see E17.	No	June 2024	Research Governance and Policy Sub-Committee/VPR	Please see E17.				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See E17 (researcher representation on RKEC).								
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See E17 (researcher representation on RKEC).								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	See E17 (researcher representation on RKEC).								
<b>Employment</b>										
<b>Recruitment and induction</b>										
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	Recruitment policy to be reviewed between Aug 2023 and Jul 2024, to ensure our practices are inclusive. This includes reviewing the design of our job adverts ensuring role requirements are clear, specific and behaviour based. Attracting diverse applicants focusing outreach efforts on marginalised groups, providing candidates with clear	No	Reviewed annually to June 2026	ED&I and Talent Attraction	<b>Impact will be measured by:</b> Increasing and maintain a percentage of successful applications from underrepresented groups from 17% in 2022 to 30% by July 2025. Data from EDI committee will come from 2023 mainstream report by mid-2024. This will allow breaking down of underrepresented groups by categories. Should the target of 30% not be reached, we will be able to perform in-depth exploration into each category and design appropriate actions.				

	selection and appointment practices.	expectations, timelines, and communications. Reducing bias in our selection processes, making interview scheduling easy, accessible, and flexible. Sharing and collecting feedback from all and to all candidates.								
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.									
<b>Recognition, reward and promotion</b>										
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.	Not an area of current focus.								
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Set out clear expectations that all members of interview panels complete "Recruitment and Selection" and "Unconscious Bias" training, as provided by Talent and Development within an agreed period prior to conducting interviews.	No	Reviewed quarterly until June 2026	People and Talent Directorate- EDI Team  Senior People Partner (Talent Attraction)	<b>Impact will be measured by:</b> Managers who are demonstrably committed to inclusive, equitable and transparent recruitment, promotion, and reward of researchers.  Data will be monitored as part of a review by People (HR) by June 2026 (see EI1). We aim for over 70% of interview panel members to have undertaken the training by January 2025, increasing the level of training offered as required.				
<b>Responsibilities and reporting</b>										
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.	Training composing of two modules "Managers' Health and Safety Responsibilities" and "Risk Assessment for Managers" has been rolled-out to all staff with managerial responsibilities in January 2024. Staff have been given until 1st March 2024 to complete the training. Completion will be measured by Schools using a Power BI reporting dashboard and questioning of staff during review meetings.	No	Q1 2024	People Directorate – Safety Services	<b>Impact will be measured by:</b> Monitoring and reporting on completion of the module by all those with line management responsibility, with concomitant understanding of their specific management H&S responsibilities.				
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Training composing of 6 mandatory core modules plus 8 optional modules has been rolled-out to all staff and PGRs in January 2024. Staff & PGRs have been given until 1st March 2024 to complete the mandatory and other modules appropriate to them.	No	1 <sup>st</sup> of March 2024	People Directorate – Safety Services	<b>Impact will be measured by:</b> Monitoring of completion will be measured by Schools using a Power BI reporting dashboard and questioning of staff and PGRs during review meetings. Completion of the 6 core modules will also be measured centrally for staff by Safety Services and for PGRs by the Doctoral Academy.				
ER2	Researchers understand their reporting obligations and responsibilities.	Not an area of current focus								
<b>People management</b>										
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.	Please see PCDI2, PCDI4 (Management Capabilities Framework).								
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.	As part of review of academic promotions, consider demonstration of good management practice as a criterion where relevant (see EI3).	No	June 2026	See EI3.	See EI3.				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Schools will be encouraged to adopt language of "associate supervisor" in recognition of informal supervisory work by research staff, with dissemination of opportunities for training towards UKCGE recognition being already circulated internally. Currently, the Doctoral Academy has an opportunity for 10 funded places for UKCGE-recognised supervisor training, open to associate and research degree supervisors.	No	September 2024	Postgraduate Research Sub-Committee	<b>Impact will be measured by:</b> Monitoring the percentage of uptake of funded places; Recording the rate of completion of training during the time this programme runs, from Feb to Sept 2024 and Production of a case study to be shared on the Researcher Development Concordat Platform of Practice to be uploaded by June 2025.				
EM4	Managers actively engage in regular constructive performance management with their researchers.	A new staff engagement survey provider was commissioned in 2022, and a new baseline survey for the university was launched on 21 April, closing on 19 May 2023. A Deep Insights Report was provided to the University following the close of the survey, with data broken down by area and staff type as appropriate. Researcher data was analysed and baseline measures developed. The all-staff survey will run every two years, with the possibility of additional pulse surveys if a business need arises.		November 2023 for first staff engagement survey. November 2025 for second staff engagement survey.	Head of Talent and Development (co-lead for staff engagement survey) and Head of Research Culture and Environment	<b>Impact will be measured by:</b> Monitoring Staff Survey results, year on year, ensuring they remain in the current positive range by continuing to promote the resources available to support managers on a dedicated SharePoint. Target - Baseline survey data for research staff: 'I have productive conversations with my manager regarding my performance and development.' - 7.3/10, which is in the positive range. Target for 2025 survey 'I have productive conversations with my manager regarding my performance and development.' - 7.3/10, maintain at this level, which is in the positive range.				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Not an area of current focus.				See EM4				
<b>Job security</b>										
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.	Not an area of current focus.								
<b>Professional and Career Development</b>										
<b>Championing professional development</b>										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	See PCDI2 (Training for managers of researchers in quality careers conversations).								

PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	See ECI4/ECM1 (Better data on managers of researchers).								
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 PCDI2 (Training for managers of researchers in quality careers conversations).								
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 PCDI3 (review of researcher development).								
<b>Career development reviews</b>										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Provide appraisal conversation training accessible to all managers and staff to engage in career development conversations. Appraisal conversation training is provided at least four times per year.  A Management Capabilities Pathway for University staff will be developed and launched in academic year 2023/24 focusing on building skills within the management population to engage in these conversations.	No	December 2023	People Directorate – Talent and Development	<b>Impact will be measured by:</b> Monitoring training, where over 200 staff have engaged with the Management Capability Pathway since its November 2023 pilot and January 2024 launch. Careers service and appraisal conversations have been signposted at each interaction. 79 staff have engaged with the Objective-Setting and Review (OSaR) Conversations training (appraisal conversations) between 2022/23 and 2023 with another 3 sessions scheduled to occur in the remainder of the academic year; a recorded Academic Appraisal session has been accessed 2254 times since 2023. 246 site visits to the SharePoint site 'Managers of Researchers' since its publication in 2023. Included on this page are resources and support signposting managers on how to have tailored career conversations and conduct reviews with their researchers.  Target Baseline survey data for research staff: 'I have productive conversations with my manager regarding my performance and development.' - 7.3/10, which is in the positive range. 'My manager supports my personal development goals and aspirations.' – 7.6/10, which is in the positive range.  Target for 2025 survey 'I have productive conversations with my manager regarding my performance and development.' - 7.3/10, maintain at this level, which is in the positive range. 'My manager supports my personal development goals and aspirations.' – 7.6/10, maintain at this level, which is in the positive range.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Not an area of current focus								
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	Not an area of current focus								
PCDR4	Researchers positively engage in career development reviews with their managers.	Not an area of current focus								
<b>Career development support and planning</b>										
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.	RIS-Research will lead an institutional review aimed at enhancing the structure and resourcing of researcher development within the organisation, to be concluded for March 2025. The Researcher Development Manager will collaborate with relevant stakeholders, such as, Academic Skills Centre, the Careers Service, Talent and Development and the Research Staff Forum, ensuring the involvement of key players in the process. The outcomes will contribute to a more robust support system for researchers.	No – but this action will incorporate action PCDI5 continuing from backwards action plan.	March 2025	VPR Careers Service	<b>Impact will be measured by:</b> The Careers Service intends to actively engage with the outcomes and recommendations stemming from the review and will appropriately respond by November 2025.	Once we have the result of the review, we can establish SMART objectives with measurable outcomes. It's difficult to define detailed objectives currently, as the review will determine the focus.			
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 PCDI5 (promoting one on one careers consultations).	No	December 2024	RIS-Research	<b>Impact will be measured by:</b> Improving communications and ease of access to career professionals. Development of bespoke online guidance for line managers on Career Conversations which will be measured by google analytics and links included in induction packs. When launched, the anticipated level of engagement with the Career Conversations guidance document, will be 40% in the first year.				
<b>Research identity and leadership</b>										
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.	Provide research and research enabling staff the opportunity to participate in a range of leadership programmes where they can explore their research identity and leadership skills. Six cohorts of 10 people over 2 years will be taken through one of three different leadership programmes and evaluated by a social scientist throughout the process to establish impact and quality. Work commences May 2024 funded by the Wellcome Trust.	No	July 2025	People Directorate – Talent and Development	<b>Impact will be measured by:</b> Ongoing evaluation and impacts will be determined by a social scientist recruited to this project and written up to Wellcome Trust in 2026.  We will aim to train 60 leaders in the two-year period, develop case studies and an open access toolkit to share with research leaders at other Universities.				
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.	Not an area of current focus								
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	See PCDI4 (Management Capabilities Pathway and Leadership Framework).								
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See PCDI4 (Leadership Framework).								
<b>Diverse careers</b>										
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.	Working in partnership with the university's Talent and Development team the Careers Service offers a series of targeted career related workshops which are widely publicised through their programme. These sessions include:  "Making the transition: PhD to Postdoctoral Research"; "Planning your Professional Research Career" and "Career Options with Your PhD".  During each session the Careers Service ensures information is readily available on how to access further support, particularly one-to-one support.	Yes	November 2025	Talent and Development Careers Service	<b>Impact will be measured by:</b> Drawing on feedback from research staff, success for this action will not be predicated on a quantitative increase in numbers of appointments, but on improved understanding of the value of one-on-one careers consultations, including for individuals seeking promotion or progression in a research career, as well as careers beyond research.  This will be assessed through consultation with researcher networks such as the Research Staff Forum and School Research Staff Associations.				



		The Careers Service has repositioned information related to support for staff more centrally on website.  In reference to PCD13, following the institutional review the Careers Service will engage with the recommendations and work with relevant stakeholders to review and promote the services as required by November 2025.								
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 PCDI2 – training in careers conversations.								
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.	Provide researchers access to explore a range of career approaches by making use of two mentoring schemes at the university and the Careers Service.	Yes	June 2024	People Directorate – Talent and Development	<b>Impact will be measured by:</b> Continuous monitoring of use of mentoring Schemes and the Careers Portal. For examples:  At present, 61 research active staff members are engaging with these schemes as mentors, mentees, and dual roles.  There are 599 staff profiles on the Careers portal where staff can make use of self-directed resources to support their CV building and interview skills.  Review the Staff Survey to ensure we stay in the positive range for feedback on the following: Target Baseline survey data for research staff: 'I have productive conversations with my manager regarding my performance and development.' - 7.3/10, which is in the positive range. 'My manager supports my personal development goals and aspirations.' – 7.6/10, which is in the positive range.  Target for 2025 survey 'I have productive conversations with my manager regarding my performance and development.' - 7.3/10, maintain at this level, which is in the positive range. 'My manager supports my personal development goals and aspirations.' – 7.6/10, maintain at this level, which is in the positive range.				
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.	We aim to review the success of specialist training on the implementation and utilisation of the IKT Toolkit by gathering feedback from relevant schools and stakeholders, (Humanities, Social Sciences and Law, Health Sciences, Medicine and Art and Design), this will be measured in terms of sign up to training sessions and feedback following the sessions.  Training is likely to be delivered through the Talent and Development programmes; with feedback processes to collect data.	No	Review by June 2026.	Open Research Group/Open Research Leads/Talent and Development	<b>Impact will be measured by:</b> Collecting feedback from researchers who have engaged with training to assess the effectiveness and impact of specialist sessions on the implementation and use of the IKT Toolkit and its influence on research design. This to be done by June 2026 thus allowing for comprehensive evaluation and potential adjustments.  Evaluate the success of the training sessions through qualitative feedback from participants, documenting case studies for future sessions and future promotion of the toolkit. Obtain feedback from relevant schools and stakeholders by leveraging existing communication channels and collaborations established during the dissemination of the IKT Toolkit. In addition to participant feedback, we will ask for the Open Research Leads to advise on the take up and use of the toolkit and its effect on research practices in their school				

\* 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)	
ADPC	Associate Dean for Professional Culture
ADR	Associate Dean for Research
CDRS	Career Development for Research Staff Steering Group
CEDARS	Culture, Employment and Development of Academic Researchers Survey
DAWS	Dignity at Work and Study
ED&I	Equality, Diversity, and Inclusion
IKT	Integrated Knowledge Translation
ORWG	Open Research working group
OSaR	Objective-Setting and Review
PODCO	People and Organisational Development Committee
PRES	Postgraduate Research Experience Survey

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RDM	Researcher Development Manager
RIS	Research and Innovation Services
RKEC	Research and Knowledge Exchange Committee
VPR	Vice Principal for Research

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