PRIFYSGOL Glyndŵr Wrecsam | Wrexham Glyndŵr UNIVERSITY

hr HR EXCELLENCE IN RESEARCH

Details			
Institution name:	**Glyndwr University**	**The institutional audience* for this action plan includes**	
Cohort number:	**9**	Audience	11	Comments
Date of submission:	**10/09/2020**	Research Assistants	4	
Institutional Context:	GTAs are not engaged in research in that role; their principal relationship with the University is that of postgraduate research student. However, their employment as a GTA indicates that they are at an early stage in a potential academic career path and so it is felt appropriate to apply this Strategy to GTAs.	Graduate Teaching Assistants	7	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
ECI1	Ensure that all relevant staff are aware of the Concordat	a) Include information regarding the Concordat in new starter packs and in welcome email that is shared with all new staff. b) Provide checklist (of 'things to engage with regarding research') for managers completing Probationary reviews, with guidance provided to reviewing managers to include specific objectives around engaging with research activity and relevant training. c) An annual email will be sent to all relevant staff (including managers of researchers) to remind them of the University's obligations and their obligations under the Concordat. d) Update PDR (Performance Development Review) Guidance documentation to reviewing managers to include specific objectives around engaging with research activity and relevant training.	a) Information added to template b) Checklist in place c) Communication sent d) Guidance updated	a) 11/20 b) 11/20 c) 10/20 d) 10/20	a) HR b) HR c) HR d) HR	a) Completed (January 2021). Information about the Concordat is now included in new starter packs and welcome email. This action will continue to be reviewed annually and has been included on or revised action plan. b) Specific prompts have been added to Probationary Review guidance notes: Plan your 10 (pro rata) CPD days; Participate in at least one Open House session; Attend at least one research seminar or training event; Attend an introductory Research Ethics session; If your role is wholly or partly externally funded, ensure you understand the terms of the funding agreement. c) Annual email continues to be sent to all relevant staff. d) PDR guidance documentation includes relevant sections for managers to discuss and agree development and training needs. The document includes the variety of learning and development types and sources, including the completion and engagement with the Personal Research Plans.	Carried over. All planned actions for ECI1 have been completed, whilst these have been successful, our forward looking action plan for the next two years focusses on how these initiatives and actions can now been better communicated. We also recognise that we did not provide a successful measure for recording if staff were aware of the Concordat. Future plans to capture this data include signing up to CEADARS, monitoring web hits and using social media analytics .
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Develop online content and roll out 'Equality Impact Assessment' sessions to all policy authors and reviewers and monitor attendance.	a) Online content completed b) Training delivered - 100% take-up	a) 01/21 b) 07/21	a) HR b) HR	The actions listed have not been met, see outcome/ results column. However during the 2019/2021 the University has continued to be dedicated fulfilling this obligation. The University's Equality & Diversity Action Group successfully moved training sessions and EDI events to an online setting.	Delayed This action has not been met primarily due to covid-19 and the institutions other priorities during this period. This action is being taken forward with plans to commence delivery in February 2022. This action will be carried over to the next forward looking HR EiR action plan.
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	No immediate action required; review in August 2021 .	N/A	01/08/2021;	RDT	No actions were made against this obligations in the 2020-2021 action plan. Over this time significant work has been done, including the promotion and recruitment of 4 safeguarding officers, 44 safeguarding champions and 66 mental health first aiders. A programme of events were arranged during Mental Health Awareness Week, including external speakers and a to support staff and students a free app service was shared entitled "Shared Hub of Hope"; a free service for those requiring support, the app provides a large pool of resources to support and a database of mental health local support groups. Following receipt of HEFCW funding and to support the Mental Health & Wellbeing Strategy a structured development programme was established to support key staff members to enable them to fully support our students whilst supporting their own wellbeing.	New Actions are in place for 2021-2023

ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	See ECI2	See ECI2	See ECI2	See ECI2	The actions listed in ECI2 have not been met, see outcome/ results column. However during the 2019/2021 the University has continued to be dedicated fulfilling this obligation. The University's Equality & Diversity Action Group successfully moved training sessions and EDI events to an online setting. Since 2019 287 University staff members have attended training in Equality, inclusion and diversity, furthermore the 2020 staff engagement survey showed that 93% of staff reported that they are familiar with the Equality & Diversity Policy. New action in our forwarded looking plan includes specific training and recourses for line managers of researchers.	Delayed This action has not been met primarily due to covid-19 and the institutions other priorities during this period. This action is being taken forward with plans to commence delivery in February 2022. This action will be carried over to the next forward looking HR EiR action plan.
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	a) Encourage Concordat beneficiaries and their managers to attend Integrity and Ethics training. b) Develop and publish online training resources for Integrity and Ethics. c) Monitor cases of malpractice via Research Committee.	a) 100% attendance b) Online training resources published c) Reported in Annual Report on Research Integrity.	a) 07/21 b) 04/21 c) 12/20	a) Head of Research Services [HoRS] b) HoRS c) HoRS	a) Research ethics training was virtually delivered via MS Teams in 2020-21. 15 attended the sessions which was made up of staff, PGR students, RAs and GTAs. The session was reordered and made available to all staff and students via our virtual learning environment. Within the academic year a further 86 individuals viewed the training video- 20 staff and 66 students. The live virtual session will be run again for 2021-22, however further actions have been added to the new HREiR action plan to increase engagement with research ethics and integrity training. b) With the effects of coivd-19 a lot of research was moved to online methodologies. To support this a guidance document 'online and telephone data collection methods' was produced, reports show that this was accessed 81 times by staff and students. Furthermore a new guidance document for applying for ethical approval was produced a distributed. National guidance and links to external resources were also uploaded to be available to staff and students. Statistics show that during 2020-21 our research ethics resources page received 6137 visits, this is a decrease of 31% from the previous year. The new action plan proposes to continue to build a resource bank, especially in research integrity- however due to this decrease of interaction, finding new platforms and communication strategies to ensure staff and students engage in these recourses will be developed.	Completed The specific actions outlined have been completed, however new actions and success measures have been implemented in our forwarded looking plan to ensure researchers and managers are aware and act in accordance with the highest standards of research integrity. Furthermore robust plans are in place to capture Glyndwr's researchers understanding of research ethics, integrity and the concordat to support research integrity.
						c) Monitoring of research misconduct continues to be a standing item on the Research Committee Agenda. The Research Committee have approved to also include 'the promotion of research integrity' as a standing agenda item to further embed a culture of best practice and integrity across the institution. The annual report on Research Integrity continues to be produced and approved by the University's Board of Governance. 0 cases of Research Misconduct in 2020-21	

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ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	a) Explore with Concordat beneficiaries and all academic staff, 'What does a good research environment look like', using Personal Research Plan feedback as an initial guide. Add additional questions to research survey in 2020/21 to ensure that this information is captured. Put this information together with that gathered from PRPs. Ensure that actions flowing from this are followed up appropriately. b) Ensure that Research Strand Leads are in place for all disciplines c) Develop plan to improve response rate to staff and student surveys	a) Study undertaken; action plan developed b) 100% coverage c) Action plan developed	a) 05/21 b) 07/21 c) 11/20	a)Researcher Development Tutor (RDT) b) Associate Deans for Research [ADRs] c) RDT	a) A survey was created and distributed to the four RAs, however only two replied. They were asked how the university could improve the research environment and to share their own ideas. A similar survey was distributed to PGR students. 91% agree that the University provides a supportive research environment for them and 83% agree that the University values their research. While 86% agree that, they have the opportunity to discuss their research with others. New questions have been added to the personal research plans to ensure the Research Office can capture and monitor development needs, support requested and potential barriers. Examples have been provided of an early stage, mid stage and experienced researcher. The new action plan highlights to increase the number of personal research plans being completed and sent to the Research Office along with an analysis's workplan. b) The University has moved away from Research Strand leads and instead are developing Research Centres across the two faculties. c) This year, for the first time, incentives were provided for all participants taking part in the PGR Survey. A voucher for the Lazy Lion and entry into a prize draw for Amazon vouchers. The response is only marginally up on last year (+4).	Completed The 2020/2021 actions have been completed. The data gathered from the personal research plans and surveys has allowed us to focus on new actions for 2021/2023 and establish new mechanisms to improve response sates and explore differing ways to capture these measures from our research staff and students.
Funders must:							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	n/a	n/a
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	N/A	N/A	N/A	N/A	n/a	n/a
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions	N/A	N/A	N/A	N/A	n/a	n/a
Managers of researchers must:							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	See ECI4	100% attendance.	See ECI4	See ECI4	The actions listed have not been met, see outcome/ results column. However during the 2019/2021 the University has continued to be dedicated fulfilling this obligation. The University's Equality & Diversity Action Group successfully moved training sessions and EDI events to an online setting. Since 2019 287 University staff members have attended training in Equality, inclusion and diversity, furthermore the 2020 staff engagement survey showed that 93% of staff reported that they are familiar with the Equality & Diversity Policy.	Delayed This action has not been met primarily due to covid-19 and the institutions other priorities during this period. This action is being taken forward with plans to commence delivery in February 2022. This action will be carried over to the next forward looking HR EiR action plan.
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	See ECI5	See ECI5	See ECI5	See ECI5	See progress reported in EC15. The forward looking action plan for 2021-2023 distinguishes the actions related to research integrity and professional conduct for research managers independently from the actions for the institution.	New Actions in place for 2021-2023
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	No immediate action required; review in August 2021	N/A	Aug-21	RDT	See progress reported in EC13.	New Actions in place for 2021-2023

ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	The University's Flexible Working Policy and Application was reviewed in 2019 which includes a number of different flexible working options that enable staff to balance the needs of their work and home life effectively. A wellbeing survey was circulated in April 2021 which included questions relating to flexible working, however due to the global pandemic the questions were predominantly focussed on remote working during covid-19. 90% agreed that they had flexibility and control over their working hours whilst working from home. No new actions have been added to the 2021-2023 action plan, but we plan to monitor this obligation through both internal wellbeing surveys and the CEDARS survey.	n/a
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) Participate in Faculty Away days b) Contribute to Staff Conference	a) 100% attendance b) 100% participation	a) 07/21; b) 07/21;	a) ADRs b) ADRs	a) Due to covid-19 faculty away days have not taken place. b) Two staff conferences took place in 2020-2021. The first, Springboard, focused on 'Researching with Impact', and wellbeing 'live, learn and work well'. The event saw a 49.5% increase of attendance from academic staff and research students. Overall 88% of attendees who completed the feedback survey were satisfied with the content delivered at this conference. Two of our GTAs contributed to the Springboard staff conference. The second staff conference, Engage, was ran over two days and had a total of 45 different sessions staff and postgraduate research students could attend. Four of the session were delivered by our Research Assistants.	Carried Over New Actions have been established in the forwarding looking plan, however our PGRs, GTAs and RAs will continue to be supported and encouraged to take part in staff conference events.
Researchers must:							
ECR1	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	a) GTAs and RAs to be encouraged to take part in Open House for Research b) GTAs and RAs to be encouraged to take part in joint Faculty Research Seminar Series c) Include questions in the research survey about these events and how useful the Concordat beneficiaries find them	a) 100% attendance b) 100% attendance c) Study complete	a) 07/21; b) 07/21; c) 05/21	a) RDT b) ADRs c) RDT	a) Open House is a platform to share research and network and is open to all staff and research students. The sessions take place four times a year for one hour, and we hear 6 minute talks from staff and students alike, in an informal setting. Over the 4 sessions in 2020-21 a total of 82 contributed or attended an open house for research session . The new action plan proposes to increase this by 20% over the next 2 years. b) Faculty Research Seminars haven't taken place this year to covid-19. c) The 2020-21 survey results stated that over three-quarters of the students (87%) agreed that the University provides a good research skills training programme. Within the open text questions one of the main positive results was that the Researcher Development events that are mentioned most by students are Open House for Research events.	Carried Over Whilst we recognise the these actions have been completed, except Faculty Research Seminar Series events due to Covid-19, these actions will continue to appear in our forwarded looking action plan. This is because they have continuously proven to be successful initiatives to engage researchers with a supportive and inclusive research environment.
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	See ECI5	See ECI5	See ECI5	See ECI5	See progress in ECI5	New Actions in place for 2021-2023
ECR3	Take positive action towards maintaining their wellbeing and mental health	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023

Ref	Description	Action	Measure of success	Timeframe	Responsibility	Progress	Status
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) GTAs and RAs to participate in Faculty Away days b) GTAs and RAs to contribute to Staff Conference	a) 100% attendance b) 100% participation	a) 07/21; b) 07/21;	a) ADRs b) ADRs	a) Due to covid-19 faculty away days have not taken place. b) Two staff conferences took place in 2020-2021. The first, Springboard, focused on 'Researching with Impact', and wellbeing 'live, learn and work well'. The event saw a 49.5% increase of attendance from academic staff and research students. Overall 88% of attendees who completed the feedback survey were satisfied with the content delivered at this conference. Two of our GTAs contributed to the Springboard staff conference. The second staff conference, Engage, was ran over two days and had a total of 45 different sessions staff and postgraduate research students could attend. Four of the session were delivered by our Research Assistants.	Carried Over _____ New Actions have been established in the forwarding looking plan, however our PGRs, GTAs and RAs will continue to be supported and encouraged to take part in staff conference events.
Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	The University's Recruitment and Selection policy was reviewed in February 2020 along with a guidance document. The Policy and associated guidance for the Recruitment and Selection of Staff together provide a sound framework for the achievement of excellence in all aspects of our recruitment practice. The document now includes that when recruiting for academic posts, adverts and person specifications will default to applicants possessing/working towards a PhD and teaching qualification, to ensure we maintain and attract excellent researchers. No new actions have been added to the 2021-2023 action plan, but we plan to monitor this obligation through the CEDARS survey.	n/a
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	See ECI1; ECI2	See ECI1; ECI2	See ECI1; ECI2	See ECI1; ECI2	See progress in ECI1; ECI2	New Actions in place for 2021-2023
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	a) Encourage take-up of Research Development Awards, and opportunities to join a supervisory team as Advisor. b) GTAs and RAs to be eligible to study for PGCert on same terms as academic staff.	a) Monitor take-up b) Monitor take-up	a) 07/21; b) 07/21;	a) RDT b) RDT	a) No research development awards were given out in the last year, primarily due to Covid-19 restrictions, however funds are available and in place for the next year. Actions are in place to increase interest and engagement with these development opportunities. Encouraging individuals to be advisors on supervisory terms has not happened due to our research degree awarding institution Chester regulating the rules on PGR supervisors. Instead we have focussed on possible new supervisors observing PGR meetings. b) The GTA contract was reviewed and now includes access to PGCert on the same terms as academic staff.	Completed _____ The two actions in place have been completed and will continue to be normal practice at the University. No new actions have been considered in the new forward looking plan, however we still plan to monitor this through obligation through surveys and monitoring take-up which will guide any future initiatives.
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	New Actions specifically around researcher managers has been added to the new 2021-2023 action plan.	New Actions in place for 2021-2023
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	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	n/a
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 immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	n/a
EI7	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	See ECM5; ECR5	See ECM5; ECR5	See ECM5; ECR5	See ECM5; ECR5	See progress in ECM5	New Actions in place for 2021-2023
Funders must:							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	n/a	n/a
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	N/A	N/A	N/A	N/A	n/a	n/a

EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	N/A	N/A	N/A	N/A	n/a	n/a
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	N/A	N/A	N/A	N/A	n/a	n/a
Managers of researchers must:							
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	No immediate action required; review in August 2021.	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	n/a
EM4	Actively engage in regular constructive performance management with their researchers	No immediate action required; review in August 2021.	N/A	01/08/2021;	RDT	n/a	n/a
EM5	Engage with opportunities to contribute to relevant policy development within their institution	See ECM5	See ECM5	See ECM5	See ECM5	See progress in ECM5	New Actions in place for 2021-2023
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
ER2	Understand their reporting obligations and responsibilities	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
ER3	Positively engage with performance management discussions and reviews with their managers	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	The University is committed to reviewing performance and developing its staff to enable them to meet their full potential and make a valued contribution to the University's vision, mission and to the University as a whole. The Performance & Development Review Scheme is a process for enhancing individual and organisational performance. The last WGU staff Survey reordered that 95% of staff participant in the annual review scheme, a 25% increase from 2016. No new actions are in place for this obligation for 2021-2023, however results from the CEDARS survey WGU staff survey and PGR survey will be monitored.	n/a
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	See ECR1	See ECR1	See ECR1	See ECR1	See progress in ECR1	New Actions in place for 2021-2023
Professional and Career Development							
Institutions must:							
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	Ensure that this is adopted as University policy endorsed by VCET and communicate to researchers and their managers, for inclusion in PDR discussions	Policy in place	Mar-21	HR	PDR guidance documentation includes relevant sections for managers to discuss and agree development and training needs. The document includes the variety of learning and development types and sources, including the completion and engagement with the Personal Research Plans. The Workload Allocation Model dedicates a section to record annual training and development time, guidance on completing this section has been produced to ensure WAM reviewers discuss this. New members of staff are provided with a higher workload allocation for training and development. The latest results from the staff engagement survey indicate that 91% of staff agree that their individual training needs are discussed. The new action plan has included a number of new actions to increase communication and engagement with training and professional development available for staff and research students.	Completed
This specific action has been completed, however we have made a number of new initiatives in our 2021/2023 action plan to further meet the obligations on supporting and encouraging professional development.
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	The University is committed to reviewing performance and developing its staff to enable them to meet their full potential. Training and guidance is in place for all members of staff completing career development reviews. New actions and success measures have been added to the 2021-2023 to guide managers specifically on researchers training needs and development.	New Actions in place for 2021-2023
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	n/a

PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
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	See EI3	See EI3	See EI3	See EI3	See progress EI3	New Actions in place for 2021-2023
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	The University is committed to reviewing performance and developing its staff to enable them to meet their full potential and make a valued contribution to the University's vision, mission and to the University as a whole. The Performance & Development Review Scheme is a process for enhancing individual and organisational performance. The last WGU staff Survey recorded that 95% of staff participant in the annual review scheme, a 25% increase from 2016. No new actions are in place for this obligation for 2021-2023, however results from the CEDARS survey WGU staff survey and PGR survey will be monitored.	n/a
0							
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning	N/A	N/A	N/A	N/A	n/a	n/a
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	N/A	N/A	N/A	N/A	n/a	n/a
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	N/A	N/A	N/A	N/A	n/a	n/a
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	No immediate action required; review in August 2021.	N/A	01/08/2021;	RDT	n/a	n/a
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	See PCDI1	See PCDI1	See PCDI1	See PCDI1	See progress in PCDI1	New Actions in place for 2021-2023
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
Researchers must:							
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	See PCDI1	See PCDI1	See PCDI1	See PCDI1	See progress in PCDI1	New Actions in place for 2021-2023
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	n/a
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
PCDR4	Positively engage in career development reviews with their managers	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	n/a
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	No immediate action required; review in August 2021	N/A	01/08/2021;	RDT	n/a	New Actions in place for 2021-2023

* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.