### Institutional Context:
Royal Holloway first achieved the HR Excellence in Research Award in November 2019. The impact of the covid-19 pandemic has been detrimental to our normal cycles of work, as well as a change to our institutional/focus and strategic direction. A 5 year strategic plan covering key priorities was agreed by our Council in October 2020, and work is now underway to develop strategic themes and priorities in relation to people, EDI and environmental sustainability. The 5 year strategic plan for research is focused on developing a number of significant strengths which can catalyse a College-wide strength in challenge-led research.

The primary audience for our HR Excellence in Research action plan for 2021 - 23 will be staff who are employed to conduct research, with specific actions highlighted to support early career researchers. Aligning with our emerging People Strategy priorities, the strategic outcomes we seek through our HR Excellence in Research action plan in 2021 - 2023 will be to ensure that:

- our early career researchers successfully develop their research identity, navigate role uncertainty and build successful careers
- research leaders and managers are inspiring and effective in leading their teams to success
- our research environment and culture is positive, outwardly aware and focused, enabling all researchers to flourish and achieve their full potential
- learning and development opportunities for researchers are effective, valued and maximised
- the impact of covid-19 on research work and careers is mitigated.

All of the actions within our plan link to achieving these outcomes, and these will enable us to develop the strengths and capacity needed for our research strategy.

### Environment and Culture

<table>
<thead>
<tr>
<th>Obligation</th>
<th>Action</th>
<th>Success measure (AMREF)</th>
<th>Baseline</th>
<th>Responsibility</th>
<th>Original update (to be completed for submission)</th>
<th>Outcome/ result</th>
<th>Action carried over from previous action plan?</th>
<th>Old Concordat principle and clause</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>Ensure that all relevant staff are aware of the Concodat</td>
<td>Develop a staff inherent site on the Concodat alongside pages on HRIER, incorporating the ECHR into the hub.</td>
<td>WEPA set up and active. Increase from 15.2% to sector benchmark (26.7%) in CEDARS.</td>
<td>Head of Organisation Dev and Diversity</td>
<td>ECHR hub launched including pages on the Research Development Concordat and HR Excellence in Research</td>
<td>31-Mar 22</td>
<td>27% of respondents to CEDARS now say they have some understanding of the Concodat.</td>
<td>NEW</td>
</tr>
<tr>
<td>2022</td>
<td>Ensure that institutional policies and practices relevant to researchers are inclusive, equitable, transparent, and are well-communicated to researchers and their managers</td>
<td>Develop a new institutional policies and practices are communicated to researchers and their managers and develop communications and training as appropriate. (See also EMI)</td>
<td>Research manager actually identified. Communications issued at least annually to them.</td>
<td>Head of HR Operations and Head of Organisation Dev and Diversity</td>
<td>Research manager has been identified.</td>
<td>31-Sep 22</td>
<td>Bullying and harassment training was completed by 19% of HoDs in 2022/23 and so far 23% of HoDs in 2023/24. It has been completed by just 46% of research managers - completion for both groups needs to improve significantly and this will be a focus in the next action plan.</td>
<td>NEW</td>
</tr>
<tr>
<td>2025</td>
<td>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</td>
<td>Develop a staff wellbeing strategy focusing on working, living, community and support, as part of the New People Strategy.</td>
<td>Wellbeing strategy in place.</td>
<td>Senior Vice Principal (Student and Staff Experience)</td>
<td>CEDARS survey question on working environment supporting health and wellbeing.</td>
<td>31-Mar 22</td>
<td>CEDARS survey question on working environment supporting health and wellbeing has decreased from 37.7% to 28%.</td>
<td>NEW</td>
</tr>
<tr>
<td>2024</td>
<td>Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health</td>
<td>Develop and deliver new training modules in EDI awareness, dignity at work, unconscious bias, being an ally and anti-racism and misogyny.</td>
<td>Mental Health Awareness for line managers training implemented, with 100% Head of Department attendance and one third of research manager population.</td>
<td>Head of Organisation Dev and Diversity</td>
<td>Mental Health for line managers implemented in March 2023, four courses run to date open to all line managers in the University, with further scheduled for this academic year.</td>
<td>31-Jul 23</td>
<td>6% of academic HoDs have attended Mental Health Awareness for line managers training and a small number of research managers</td>
<td>NEW</td>
</tr>
</tbody>
</table>
### Researchers must:

| ECP5 | Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity. | 31st July 2022 | Director of Research & Innovation | The Ethics Policy was revised in 2022. Governance processes for research ethics were strengthened with the appointment of an institutional ethics lead. Additional REC members and reviewers and a new Research Ethics Officer post (Oct 22). A risk framework is being implemented alongside a new system to support ethical review. Research Misconduct Policy agreed in June 2022. Research ethics and integrity at Royal Holloway is promoted through intranet pages (accessible externally), and through the provision and delivery of research ethics training. We subscribe to online research ethics training via Epigeum, and professional services staff from the Department of Research & Innovation (primarily the Research Ethics and Integrity Manager), provide training via:  
- Twenty research ethics sessions for postgraduate research students  
- Annual research ethics sessions for all staff  
- Ad-hoc meetings with School PGR leads to promote research ethics and address any common issues  
- Dedicated training for staff working in areas of elevated integrity risk (e.g., security-sensitive subjects) in collaboration with UK government.  
- A policy and action plan for DORA have been drafted and are currently undergoing consultation. | CARRIED FORWARD | P6.1 |

#### Funding calls, terms and conditions, grant reporting, and management of research funds

- ECP1 | Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies. | No further action at this stage | | P6.6 |

- ECP2 | Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers. | No further action at this stage | | P6.6 |

- ECP3 | 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. | ECF2 | ECF1 | ECF5 | ECF3 | ECF4 |

### 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. | Participate in EDI training made available (see ECF1) | 40% completion for Academic Heads of Department and one third of research managers. 10% point increase (65% to 75%) in relation to responses to CEDARS question that the College promotes the highest standards of research integrity and conduct. | 31st July 2022 | Research Managers | ECM1 | ECM2 | ECM3 | ECM4 | ECM5 | ECM6 | ECM7 |

#### Research Integrity and Professional Conduct

- ECM2 | Ensure that they and their researchers act in accordance with, the highest standards of research integrity and professional conduct. | See ECM5 | | CARRIED FORWARD | New |

#### Research Ethics and Integrity

- 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. | See ECM6, ECM4 | | New |

- ECM4 | Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers. | See ECM2 | | New |

- ECM5 | Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution. | No further action at this stage | | New |

### Researchers need:

| ECM9 | Support all new entrants to Royal Holloway through an induction programme that promotes research integrity and research culture. | | | New |

#### Research Integrity and Professional Conduct

- ECM10 | 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. | See ECM4 | | New |

### Researchers need:

| ECM11 | Contribute to the development and maintenance of a supportive, fair and inclusive research culture and act as a supportive colleague, particularly to newer researchers and students. | See ECM4 | | New |

### Researchers need:

| ECM12 | Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion. | See ECM4 | | CARRIED FORWARD | P5.3 |

### Researchers need:

| ECM13 | Take positive action towards maintaining their wellbeing and mental health. | See ECM4 | | New |
29.14 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.

29.15 Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.

Pending Action

29.1 Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection criteria, and workload allocation.

Completed introduction and implementation of a new Recruitment and Selection policy launched, with accompanying R&S training. 100% training attendance for Heads of Department in R&S training, and 50% of research managers. Increase CEDARS response to sector benchmark level, for questions relating to fair, (82.4% to 90.5%), transparent (84.7% to 77.5%) and merit-based (82.4% to 84.3%) recruitment. (Both EFL and EM need to achieve this outcome)

Head of HR Operations, Head of Organisation Development and Diversity

31-Oct-22

The development of a new Recruitment and Selection policy has been delayed because of amendments needed due to UKVI legislation changes. Training has been put in place on the EFL aspects of recruitment and selection, and prompts added to complete this training have been added to the online recruitment portal.

Completion of the Recruitment and Selection policy will be carried forward to the new action plan.

P6.2

No further action at this stage

31-Dec-21

29.2 Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.

No further action at this stage

P6.3

31-Dec-21

31-Dec-21

31-Dec-21

29.3 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.

Base awareness of the academic promotion process through line managers, workshops and internal communications.

Develop promotion pathways for researchers prior to lecturer level.


Awareness training delivered for Heads of Department.

Increase in CEDARS positive response to question related to clarity of institution’s pathways and processes from 54% to 64%.

Head of HR Operations and academic leaders and managers.

31-Jul-22

Small changes were made to the process in 2022, and it become clear that a much larger wholesale review was needed. An HR Project manager has been engaged to complete this work which has started with internal engagement and an external review of good practice.

CEDARS positive response to question related to clarity of institution’s pathways and processes has decreased from 54% to 46%, and improvement in this area is a key focus for our action plan for 2023.

CARRIED FORWARD

P2.6

31-Oct-22

29.4 Provide effective line and project management training opportunities for managers, heads of department and equivalent.

Review training needs identified through CEDARS.

Develop line management training for research managers. 100% of Heads of Dept to have received some training, and 50% of other research managers.

10% point increase in CEDARS question related to managing staff performance training (29.3% to 32.3%). (Both EFL and EM need to achieve this outcome)

Head of Organisation Development and Diversity

31-Jul-22

Research and management training to increase has increased from 29% to 58%.

77% of Heads of Department had completed the FLP in 2022/23, and so far 85% in 2023/24 (further programmes being scheduled for this year)

CEDARS positive response to question related to managing staff performance training has increased from 18% to 25%.

So far 58% in 2022/23. 27% of research managers have completed this training.

CARRIED FORWARD

P6.5

31-Oct-22

31-Oct-22

31-Oct-22

31-Oct-22

29.5 Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.

Review workload models to take into account changes and additional workload for teaching/adim responsible who have resulted from the response to the pandemic.

Identify ways in which maximisation of research time can be achieved, for example through training.

Student and Staff Experience

Percentage of staff contracted for 21% – 40% increased from 41.8% to 51.8%.

Percentage of those responding to CEDARS, 41% of staff contracted for 21% – 40% of research time report they spend this time on research increased from 41.6% to 51.8%, measured through CEDARS.

Senior Vice Principal (Student and Staff Experience)

31-Jul-22

The feasibility of an institution wide workload modelling project is being reviewed. The scale and complexity of this issue has proved difficult to address.

Enquiry Management System has launched phase 1 of the STAR Manager programme.

CEDARS question related to managing staff performance training has increased from 20% to 30%.

77% of Heads of Department had completed the FLP in 2022/23, and so far 85% in 2023/24 (further programmes being scheduled for this year)

So far 58% in 2022/23. 27% of research managers have completed this training.

CARRIED FORWARD

P6.6

31-Oct-22

31-Oct-22

31-Oct-22

31-Oct-22

29.6 Ensure that effective time and project management training opportunities for managers, heads of department and equivalent.

Review training needs identified through CEDARS.

Develop line management training for research managers. 100% of Heads of Dept to have received some training, and 50% of other research managers.

10% point increase in CEDARS question related to managing staff performance training (29.3% to 32.3%). (Both EFL and EM need to achieve this outcome)

Head of Organisation Development and Diversity

31-Jul-22

Research and management training to increase has increased from 29% to 58%.

77% of Heads of Department had completed the FLP in 2022/23, and so far 85% in 2023/24 (further programmes being scheduled for this year)

CEDARS positive response to question related to clarity of institution’s pathways and processes has decreased from 54% to 46%, and improvement in this area is a key focus for our action plan for 2023.

CARRIED FORWARD

P6.7

31-Oct-22

31-Oct-22

31-Oct-22

31-Oct-22

29.7 Provide effective line and project management training opportunities for managers, heads of department and equivalent.

Review training needs identified through CEDARS.

Develop line management training for research managers. 100% of Heads of Dept to have received some training, and 50% of other research managers.

10% point increase in CEDARS question related to managing staff performance training (29.3% to 32.3%). (Both EFL and EM need to achieve this outcome)

Head of Organisation Development and Diversity

31-Jul-22

Research and management training to increase has increased from 29% to 58%.

77% of Heads of Department had completed the FLP in 2022/23, and so far 85% in 2023/24 (further programmes being scheduled for this year)

CEDARS question related to managing staff performance training has increased from 20% to 30%.

So far 58% in 2022/23. 27% of research managers have completed this training.

CARRIED FORWARD

P6.8

31-Oct-22

31-Oct-22

31-Oct-22

31-Oct-22

29.8 Ensure that effective time and project management training opportunities for managers, heads of department and equivalent.

Review training needs identified through CEDARS.

Develop line management training for research managers. 100% of Heads of Dept to have received some training, and 50% of other research managers.

10% point increase in CEDARS question related to managing staff performance training (29.3% to 32.3%). (Both EFL and EM need to achieve this outcome)

Head of Organisation Development and Diversity

31-Jul-22

Research and management training to increase has increased from 29% to 58%.

77% of Heads of Department had completed the FLP in 2022/23, and so far 85% in 2023/24 (further programmes being scheduled for this year)

CEDARS question related to managing staff performance training has increased from 20% to 30%.

So far 58% in 2022/23. 27% of research managers have completed this training.

CARRIED FORWARD

P6.9

31-Oct-22

31-Oct-22

31-Oct-22

31-Oct-22

29.9 Ensure that effective time and project management training opportunities for managers, heads of department and equivalent.

Review training needs identified through CEDARS.

Develop line management training for research managers. 100% of Heads of Dept to have received some training, and 50% of other research managers.

10% point increase in CEDARS question related to managing staff performance training (29.3% to 32.3%). (Both EFL and EM need to achieve this outcome)

Head of Organisation Development and Diversity

31-Jul-22

Research and management training to increase has increased from 29% to 58%.

77% of Heads of Department had completed the FLP in 2022/23, and so far 85% in 2023/24 (further programmes being scheduled for this year)

CEDARS question related to managing staff performance training has increased from 20% to 30%.

So far 58% in 2022/23. 27% of research managers have completed this training.

CARRIED FORWARD

P6.10

31-Oct-22

31-Oct-22

31-Oct-22

31-Oct-22

29.10 Ensure that effective time and project management training opportunities for managers, heads of department and equivalent.

Review training needs identified through CEDARS.

Develop line management training for research managers. 100% of Heads of Dept to have received some training, and 50% of other research managers.

10% point increase in CEDARS question related to managing staff performance training (29.3% to 32.3%). (Both EFL and EM need to achieve this outcome)

Head of Organisation Development and Diversity

31-Jul-22

Research and management training to increase has increased from 29% to 58%.

77% of Heads of Department had completed the FLP in 2022/23, and so far 85% in 2023/24 (further programmes being scheduled for this year)

CEDARS question related to managing staff performance training has increased from 20% to 30%.

So far 58% in 2022/23. 27% of research managers have completed this training.

CARRIED FORWARD

P6.11

31-Oct-22

31-Oct-22

31-Oct-22

31-Oct-22

HMER Action plan, V2020
### Royal Holloway University of London Action plan Nov 2021 - 2023

#### 2.1 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

| Research manager training and engagement implemented on this process: 100% of Heads of Department attended. 50% of other research managers | Research manager community clearly identified; communications issued at least termly to them. Training implemented in EDI, mental health awareness, performance management, R&F, PDR and the redeployment process, with 100% attendance from Heads of Department and at least 50% of other research managers. Increase in CEDARS survey question in relation to manager confidence in giving guidance on redeployment to sector benchmark level (24.4% to 34.4%). (Both EB and EM1 are needed to achieve this outcome) | Jul 23 | Research managers | Research manager community has been clearly identified; it includes 26 Heads of Department and 63 other research managers. As new EDI training modules implement - Diversity and Inclusion in the Workplace, Unconscious Bias, Bullying and Harassment Awareness and Allyship. Mental Health for line managers implemented in March 2023, four courses run to date open to all line managers in the University, with further scheduled for the academic year. All managers have had access to mandatory management training in Performance Management, Performance Development Review and Recruitment and Selection. They have also been able to access the STAR Manager programme focusing on coaching skills, introduced in April 2023. A delay to the review of redeployment has been caused by difficulties in reviewing other policies. Managers have been supported by HR Business Partners in this process | 25% of mandatory EDI training was completed by HoDs in 2021/22, and 23% to 24% in 2022/23 | CARRIED FORWARD | P.2.2 |

| A delay to the review of redeployment has been caused by difficulties in reviewing other policies. Managers have been supported by HR in this process. Completion of this action will carry forward to the new plan | CEDARS survey question in relation to manager confidence in giving guidance on redeployment has increased from 25% to 24%. The action will carry forward to the new plan | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

| \*No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

#### 2.2 Consider research and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making

| A delay to the review of redeployment has been caused by difficulties in reviewing other policies. Managers have been supported by HR in this process. Completion of this action will carry forward to the new plan | CEDARS survey question in relation to manager confidence in giving guidance on redeployment has increased from 25% to 24%. The action will carry forward to the new plan | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

| No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

| \*No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

#### 2.3 Ensure requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies

| Research manager training and engagement implemented on this process: 100% of Heads of Department attended. 50% of other research managers | Research manager community clearly identified; communications issued at least termly to them. Training implemented in EDI, mental health awareness, performance management, R&F, PDR and the redeployment process, with 100% attendance from Heads of Department and at least 50% of other research managers. Increase in CEDARS survey question in relation to manager confidence in giving guidance on redeployment to sector benchmark level (24.4% to 34.4%). (Both EB and EM1 are needed to achieve this outcome) | Jul 23 | Research managers | Research manager community has been clearly identified; it includes 26 Heads of Department and 63 other research managers. As new EDI training modules implement - Diversity and Inclusion in the Workplace, Unconscious Bias, Bullying and Harassment Awareness and Allyship. Mental Health for line managers implemented in March 2023, four courses run to date open to all line managers in the University, with further scheduled for the academic year. All managers have had access to mandatory management training in Performance Management, Performance Development Review and Recruitment and Selection. They have also been able to access the STAR Manager programme focusing on coaching skills, introduced in April 2023. A delay to the review of redeployment has been caused by difficulties in reviewing other policies. Managers have been supported by HR Business Partners in this process | 25% of mandatory EDI training was completed by HoDs in 2021/22, and 23% to 24% in 2022/23 | CARRIED FORWARD | P.2.2 |

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| No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

| No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

#### 2.4 Review the impact of relevant funding call requirements on working conditions, employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding

| A delay to the review of redeployment has been caused by difficulties in reviewing other policies. Managers have been supported by HR in this process. Completion of this action will carry forward to the new plan | CEDARS survey question in relation to manager confidence in giving guidance on redeployment has increased from 25% to 24%. The action will carry forward to the new plan | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

| No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

| No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

#### 2.5 Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels

| A delay to the review of redeployment has been caused by difficulties in reviewing other policies. Managers have been supported by HR Business Partners in this process | 25% of mandatory EDI training was completed by HoDs in 2021/22, and 23% to 24% in 2022/23 | CARRIED FORWARD | P.2.2 |

| No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |

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| No further action at this stage | No further action at this stage | 31-Jul-22 | Heads of HR operations | 24% | CARRIED FORWARD | P.1.1 |
Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers

Understand their reporting obligations and responsibilities

Provide training, structured support, and time for managers to positively engage with performance management discussions

To ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of the funder

Understand their reporting obligations and responsibilities

Engage with performance management discussions and reviews with their managers

Recognise and act on their role as key stakeholders within their institution and the wider academic community

Institutional Leads

P1.01 Provide opportunities, structural support, encouragement and time for researchers to engage in a minimum of 10 days professional development per year, recognising that researchers will pursue careers across a wide range of employment sectors.

- Develop an ECR hub of information to promote training opportunities and structured support
- Develop a network of communications points to improve awareness of what is available
- Broaden definition of CPD through how this is presented to researchers
- Clearly identify our ECR community and develop ways to enable them to communicate and collaborate

50% point improvement in the number of ECRs reporting via CEDARS that they engage in more than 5 days CPD per year (36.8% to 46.8%)

60% occupancy rate for the Advance Programme in 2021/22 (increase from 75% in previous year)

60% occupancy rate for the Advance Programme in 2022/23

31-Jul-23

31-Jul-23

50% of Heads of Department have completed R&S training in 2022/23 and so far 35% in 2023/24 and 27% of research managers.

CEDARS responses to questions relating to recruitment have improved - i.e. (82% to 85%) transparent (85% to 74%) and merit-based (92% to 95%)

CEDARS responses to questions relating to managing staff performance training has increased from 29% to 58%

77% of Heads of Department had completed the Future Leaders Programme in 2022/23, and so far 58% in 2023/24

HoDs and Research Managers have accessed the Star Manager programme.

25% of mandatory management training was completed by HoDs in 2021/22, and 29% so far in 2022/23

Staff reporting via CEDARS that their immediate manager provides clear, constructive and timely feedback on their performance has fallen by 18%. For review to see if the impact of the training has yet to come through.

35 Jul 23

03-Jul-23

No further action at this stage

No further action at this stage

No further action at this stage

New

New

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50% of Heads of Department have completed R&S training in 2022/23 and so far 35% in 2023/24 and 27% of research managers.

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Staff reporting via CEDARS that their immediate manager provides clear, constructive and timely feedback on their performance has fallen by 18%. For review to see if the impact of the training has yet to come through.

35 Jul 23

03-Jul-23

No further action at this stage

No further action at this stage

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<td>Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills</td>
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<td>Support researchers to engage in regular career development discussions</td>
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* 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.