HREiR Action plan template for institutions (2022-25)

Details

Institution name:	Cardiff University
Cohort number:	1
Date of submission:	23/9/22
Institutional context:	Cardiff University is a member of the Russell Group of research-intensive universities. We employ 7733 members of staff, of which 48% are academic staff. We have three types of academic staff – research only; teaching and research; and teaching and scholarship. Our Pro Vice Chancellor for research, Professor Roger Whitaker, has responsibility for delivering our research and innovation sub-strategy. He is supported by three College Research Deans and our Dean for Research Environment and Culture, Professor Karin Wahl-Jorgensen, who is working on enhancing an inclusive, collaborative, and creative research environment at Cardiff. We have in place a University Research Culture Plan which sets out

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	1004 (31st July 2022)	All staff employed on our 'research-only' career pathway. This includes: Grade 5 Research Assistant; Grade 5 Research associate; Grade 7 Research Fellow; Grade 8 Senior Research Fellow; Grade 8 (contribution points; Reader equivalent) Principal Research Fellow; Professorial Research Fellow (professorial scale). Research staff constitute 14% of our total staff population.
Postgraduate researchers		
Research and teaching staff		
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (provide numbers and details):		

clear actions for improving the University's research culture and environment for all those who conduct or support research, and progress against this is overseen by the University Research Culture Group. Our work on implementing the principles of the Researcher Development Concordat sits within this broader drive to enhance research culture and environment. Our action plan is developed and overseen by the Researcher Pathways Working Group, which feeds into the University Research Culture Group.

	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/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
RESEARCH STAFF PRIORITY AREA #1 This is the first of our six priority areas. Work here will align with broader work being undertaken on our institutional Research Culture plan and will complement ongoing commitments and provision. **RESEARCH CULTURE PLAN**										

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Our emergent Research Culture plan will contain specific and measurable objectives related to working towards a more open and more inclusive research culture at Cardiff, and it seeks to 'elevate the Research Culture & Environment agenda at the University to gain buy-in at all levels'. Our work on research culture and environment encompasses all staff involved in research, including those who conduct research and those who support it. Our Research Culture plan will contain a set of actions around introducing and publicising a research culture code of conduct that is easy to understand and mandated across all research teams and units, as well as providing a flexible and creative training programme that promotes good research practice and helps managers to promote good health and wellbeing; champion teamworking and value people. Both will promote understanding and awareness of our obligations under the Researcher Development Concordat. As part of this work we will plan to conduct a baseline review of staff views and experiences of the University's research environment and culture. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** • We will continue to raise awareness of the Researcher Development Concordat through our Performance Development Review (PDR) processes with our specific guidance for research staff and their managers. • We will continue to introduce all new academic staff to the Researcher Development Concordat through our induction processes. • We will continue to hold an annual showcasing event highlighting the contribution our research staff make both within the University and beyond. • Cardiff University Research Staff Association will continue to hold its annual meeting for all research staff.									
ECI1	Ensure all relevant staff are aware of the Concordat.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	To maintain the visibility of the Researcher Development Concordat *throughout the academic year*, providing a year's worth of Concordat-related content and promotion. Success measure: Pulse survey – 85% of research staff surveyed will indicate some knowledge and understanding of the Concordat to Support the Career Development of Researchers				

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Ensure all relevant staff are aware of the Concordat (cont.).	2. We will launch, evaluate and refine our web-resource for research staff and their managers. This will contain clear information about the Concordat and the structures, systems and initiatives in place to support research staff and their managers at Cardiff.	Yes	December 2022	OSD/Digital Comms	Research staff and their managers understand how to access information about and related to the Researcher Development Concordat. Success measures: user testing: 10 x 1-to-1 'in-person' interviews, with researchers, to capture in-depth qualitative data on user experience of webpages. Timescale Oct-Dec 2022. Output – recommendations to inform modifications. Following modifications in-page surveys to capture real-time, direct feedback from users across researcher related webpages; (Feb-Jul 2023). Target 75% user satisfaction				
	3. Ensure that Concordat is incorporated into the new face to face element of induction, supplemented with video. We will deliver four face-to-face events per annum and make available a recorded presentation for all new starters.	No	Programme launched Oct 2022; review by Sept 2023, amendments implemented by Oct 2023 if appropriate.	OSD	All new staff who conduct or support research are aware of the Researcher Development Concordat, their responsibilities, and the responsibilities of others, and our institutional commitments. Success measures: Completion rates to be monitored. Target: 75% post event feedback satisfaction rates (improved knowledge) to be monitored. Target 75%				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	1. We will launch, evaluate, and refine our web-resource for research staff and their managers. This will contain clear links to policies and practices relevant to researchers.	Yes	December 2022	OSD/Digital Comms working with RIS	Greater transparency of institutional policies and practices relevant to researchers. Success measures: User testing: 10 x 1-to-1 'in-person' interviews, with researchers, to capture in-depth qualitative data on user experience of webpages. Timescale Oct-Dec 2022. Output – recommendations to inform modifications. Following modifications in-page surveys to capture real-time, direct feedback from users across researcher related webpages; (Feb-Jul 2023). Target 75% user satisfaction Survey: Baseline pulse survey of research staff's understanding of how to access policies relevant to researchers. Improvement of 10% in survey after the launch of the web resource.	Our focus is on communication as all new institutional policies, or substantial revisions to existing policies, are subject to an equality impact assessment.			
		2. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development	No	2022-23 – target launch October 2022 - (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	To ensure that changes to existing policies and practices, or new ones, are well-communicated to researchers in a timely manner. Survey: at least 60% of researchers surveyed respond positively to 'relevant institutional policies and practices are well-communicated to researchers'.				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.								
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	1. We will produce an annual Research Staff report based on the 2021 model and refined in line with feedback from the researcher population.	No	Oct 2022 Oct 2023 Oct 2024	OSD	Greater understanding of the research staff population, including patterns of employment and progression, and their experiences of working at Cardiff University, to inform policy making at institutional as well as School and College level, where appropriate. Outputs: 3 annual reports. Dissemination: All research staff and their managers; all Heads of School, Directors of Research, research administrators and managers, HR business partners and managers.				
		2. We will develop a series of pulse surveys for research staff on Concordat related matters.	No	Annual deadlines for reporting to be tied in with our annual reporting to Council reporting period 1 Aug-31 Jul 2022, 2023, 2024.	OSD/Dean of Research Environment and Culture/RPWG	Availability of clear, robust, and timely data on research staff views and experiences, to inform University policy and practice. SMART measures: Target survey response rate – 30% in line with previous CROS response rates				
		3. We will develop a series of targeted communications for our research staff population to promote the Research	No	Dec 2022	OSD/Dean of Research Environment and Culture/RPWG	Availability of clear, and robust data on research staff population views and experiences, to inform University policy and practice. Target response rate for research staff at least 29% (in				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		Culture Survey and will produce a full report on responses from research-only staff.				line with CROS 2019 response rate).				
		4. We will ensure that our new all-staff survey includes questions that will help inform our ongoing assessment of (research) culture and environment at Cardiff. 5. We will develop a series of targeted communications for our research staff population to promote the all-staff survey.	No	Jun 2023 May-Jun 2023	Dean of Research Environment and Culture/OSD/Staff Survey Group	Availability of clear, and robust data on research staff population views and experiences, to inform University policy and practice. Success measures: appropriate questions included in survey allowing us to examine research staff views about their working environment in comparison with other staff groups. Target response rate for research staff 45% (in line with the research staff response rate in the 2019 staff survey - 454 responses from a population of 1107 (as per Annual People Management Report, July 2019).				
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.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Researchers are more aware of opportunities to contribute to the development and maintenance of a supportive and vibrant research environment at Cardiff. Success measures: We will measure engagement through: (i) research staff response rate in relevant surveys – i.e. research staff pulse surveys, research culture survey, and staff survey. Targets – research staff pulse surveys and research staff responses rate for				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.				research culture survey – target response rate at least 29% (in line with CROS 2019) all staff surveys response rate at least 45% (in line with 2019 staff survey). We will also benchmark against research staff response rates in other UK surveys where possible, e.g. with CEDARS. (ii) All places on relevant research culture and environment working groups have researcher representation.				

Wellbeing and mental health

The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.

A STRATEGIC PRIORITY FOR ALL STAFF AND STUDENTS.

These obligations are being met through:

We have in place a Staff Mental Health Policy and a **Staff Wellbeing Strategy (2020-23)**, which outlines current practice in respect of five key areas: leadership, supporting individuals, prevention, early intervention and data monitoring. We were the first UK University to receive external verification of meeting the BSI ISO45003 management standard for psychological health in the workplace and we have plans in place to ensure that we retain this.

UNIVERSITY CONTEXT
We have in place for all staff
- an established a network of over 150 Dignity and Wellbeing Contacts across the University to promote staff wellbeing and to be a point of signposting to colleagues who may need support.
- intranet resources - 'Wellbeing and support' is one of the eight top level headings on the staff intranet. It includes links to the Staff Wellbeing Strategy and all relevant resources, workshops and University initiatives.
- an employee assistance programme, 'Care First', which provides a free confidential helpline and support for staff 24 hours a day, 7 days a week, and access to face-to-face or telephone counselling. This programme also provides support and advice for line managers who are dealing with difficult and sensitive situations.
- wellbeing workshops on a range of topics and self-help resources.
- Mental Health First Aid training and i-act Managing and Promoting Positive Mental Health and Wellbeing in the Workplace training for managers.
- a dedicated staff wellbeing team.

RESEARCH CULTURE PLAN

Our emergent Research Culture plan will contain a set of actions around introducing and publicising a research culture code of conduct that is easy to understand and mandated across all research teams and units, as well as providing a flexible and creative training programme that promotes good research

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
practice and helps managers to promote good health and wellbeing; champion teamworking and value people. There will be three task and finish groups devoted to the implementation of the research culture action plan: (1) Policies & Procedures, (2) Training and Support, (3) Visibility, Recognition & Reward. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** • We will continue to raise awareness in the research staff population of the structures and activities in place to support their wellbeing and mental health. • We will continue to offer 'i-act for Principal Investigators' in addition to our open-access i-act sessions for all line managers.									
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.								
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.								
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.								
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.								
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.								
Bullying and harassment									

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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.									
A STRATEGIC PRIORITY FOR ALL STAFF AND STUDENTS. **These obligations are being met through:** **UNIVERSITY CONTEXT** We currently have in place • a 'Dignity at Work and Study' policy, which, along with accompanying procedures, aims to ensure that if bullying or harassment occur, employees and students have support and adequate procedures to address the problem. • clear complaints and disciplinary procedures, which cover discrimination, bullying and harassment. • staff intranet resources, including links to sources of support. • an established a network of over 150 Dignity and Wellbeing Contacts across the University who act as an initial point of contact for any questions staff may have, or if they wish to report bullying or harassment. In the coming review period we will be producing a revised Dignity at Work and Study policy to reflect recent sector-wide work on sexual misconduct and harassment. **RESEARCH CULTURE PLAN** Our emergent Research Culture plan will contain a set of actions around introducing and publicising a research culture code of conduct that is easy to understand and mandated across all research teams and units, as well as providing a flexible and creative training programme that promotes good research practice and helps managers to promote good health and wellbeing; champion teamworking and value people. We will also clarify, implement and promote widely clearer policies about complaints management relating to bullying and harassment, including online harassment. There will be three task and finish groups devoted to the implementation of the research culture action plan: (1) Policies & Procedures, (2) Training and Support, (3) Visibility, Recognition & Reward. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** • We will continue to raise awareness in the research staff population of the policies and practices in place to tackle discrimination, bullying and harassment and the support available for those reporting issues.									
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing								

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	appropriate support for those reporting issues.									
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.									
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.									

Equality, diversity and inclusion

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

A STRATEGIC PRIORITY FOR ALL STAFF AND STUDENTS

These obligations are being met through:

We have in place a Strategic Equality Plan (2020-24) and annual monitoring processes; a University-wide and local Athena SWAN Action Plans. EDI will also be incorporated into the Research Culture Action plan overseen by the Research Culture Working Group.

OUR ONGOING COMMITMENTS TO RESEARCH STAFF

- We will continue to ensure that researchers and their managers complete their mandatory online training modules in Equality, Diversity and Inclusion; Understanding Unconscious Bias; and Welsh Language Awareness every three years.
- We will continue to provide a wide range of stand-alone EDI training and ensure that all recruiters and managers receive appropriate EDI training.
- We will continue to raise awareness of how EDI related factors impact on researcher careers and development through our annual reporting on patterns of recruitment, employment and progression in our research staff population.

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.								
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.								

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

PRIORITY FOR ALL STAFF INVOLVED IN RESEARCH.

These obligations are being met through:

We are signatories to the Concordat to Support Research Integrity, which requires us to have in place an action plan and to report annually on our implementation of this.   As part of our commitments under this Concordat we are currently conducting a self-assessment, using the UKRIO self-assessment tool, and will produce a medium-term action plan by January 2023.

OUR ONGOING COMMITMENTS TO RESEARCH STAFF

- We will continue to ensure that researchers and their managers are aware of and act in accordance with our Research Integrity and Governance Code of Practice.
- We will continue to monitor completion of our in-house **Research Integrity Online Training Programme,** which is mandatory for all academic staff (every three years) and for all students on Doctoral, MPhil or MRes programmes.
- We will continue to offer training and guidance in all aspects of research ethics, integrity and professional conduct.

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.									
ECM3	Ensure managers report and address incidents of poor research integrity.									
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.									
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.									
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
RESEARCH STAFF PRIORITY AREA #2 This is the second of our six priority areas. Work here will align with broader work being undertaken to improve the ways in which we communicate with **all** staff about decision-making at University level, as well as with the work on our institutional Research Culture plan. It will also complement ongoing commitments to and provision for research staff. **UNIVERSITY CONTEXT** The University will continue to hold regular webinars for all staff with updates on organisational policy and external drivers/context, allowing staff to submit questions to representatives of University Executive Board. The Vice Chancellor briefs staff on the relationship between the external environment and internal policy in his monthly email to all staff and we will continue to communicate important changes and news with all staff through 'Blas', our weekly University newsletter. This is read by between 58-65% of staff each week.										

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
RESEARCH CULTURE PLAN One of the aims of our emergent Research Culture plan is to 'embed reward and recognition for positive research culture across the Institution' and it will contain specific and measurable objectives related to extending the involvement of the wider community in research-decision making, specifically early career researchers. As above, one of our three task and finish groups devoted to the implementation of the research culture action plan will focus on 'Visibility, Recognition & Reward'. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** • The Researcher Pathways Working Group – which has research staff and PI representation - will continue to oversee our implementation of the Researcher Development Concordat and will feed into the Research Culture Working Group on wider issues relating to the University's research culture and environment. • School Research Committees (or equivalent) will continue to have research staff representation. • We will continue to hold an annual showcasing event highlighting the contribution our research staff make both within the University and beyond. • Cardiff University Research Staff Association will continue to hold its annual meeting for all research staff. **Cardiff University Research Staff Association (CURSA)** Run by researchers, CURSA represents staff on research-only contracts and facilitates engagement across the University. Its aims are to - Engage with researchers, professional services staff and management at all levels to ensure rewarding jobs for researchers and to promote a positive research environment. - Represent staff on research-only contracts by contributing to policy development and initiatives. - Organise an annual Symposium to discuss researcher issues with staff. - Provide support for researchers, for example by promoting training and networking events. - Facilitate researcher discussions through Yammer.									
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.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Researchers are more aware of opportunities to engage with relevant organisational policy and decision-making Success measures: All research staff representative roles are filled on relevant committees and working groups.				

Obligation		Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.								
		2. Investigate demand for facilitated networking events for all research staff representatives within the University.	Yes	Jul 2023 Events in 2023-24 2024-25, if appropriate	OSD	Research staff representatives have a forum for peer support/action learning. If there is sufficient demand run one event per annum. Feedback 75% satisfaction.				
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.	We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Managers are more aware of opportunities to engage with relevant organisational policy and decision-making Success measure: All PI/research manager representative roles are filled on relevant committees and working groups.			

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Success measure: All PI/research manager representative roles are filled on relevant committees and working groups.				
		2. Review relevant University working groups and Committees to ensure PI representation.	No	Jul 2023	Research Culture Working Group/Deputy Business Manager Research	Success measure: All relevant University working groups and Committees to have PI representation.				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Researchers are more aware of opportunities to engage with relevant organisational policy and decision-making

Success measure:
(i) All research staff representative roles are filled on relevant committees and working groups.
(ii) research staff response rate in relevant surveys – i.e. | | | | |

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.				research staff pulse surveys, research culture survey, and staff survey. Targets – research staff pulse surveys – response rate at least 29% (in line with CROS 2019 response rate); equal to or exceeding other staff groups in research culture and all staff surveys. We will also benchmark against research staff response rates in other UK surveys where possible, e.g. with CEDARS.				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Researchers are more aware of opportunities to engage with relevant organisational policy and decision-making, and to shape the research environment of the institution. Success measure: (i) All research staff representative roles are filled on relevant committees and working groups. (ii) research staff response rate in relevant surveys – i.e. research staff pulse surveys, research culture survey, and staff survey. Targets – research staff pulse surveys – response rate above 29% (our CROS 2019 response rate); equal to or exceeding other staff groups in research culture and all staff surveys. We will also benchmark against research staff response rates in other surveys where possible, e.g. with CEDARS.				
Employment										
Recruitment and induction										

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.									
PRIORITY FOR ALL STAFF. **These obligations are being met through:** We have in place robust recruitment practices and a comprehensive induction programme. These will continue to be reviewed in line with our standard practice and our work to improve these will reflect the priorities identified in our People Strategy (2018-2023). In 2022-23 we will return to delivering our face-to-face 'Welcome to Cardiff' induction programme and this will now be supplemented with a range of online resources developed during the pandemic, including a video introducing the principles of the Concordat and Cardiff's commitment to implementing its principles. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** • We will continue to monitor research staff recruitment, and induction attendance and feedback, as part of our annual reporting.									
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.								
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.								
Recognition, reward and promotion									
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.									

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
RESEARCH STAFF PRIORITY AREA #3 This is the third of our six priority areas and has been highlighted as an area where further work is required through surveys of our research staff population (most recently CROS 2019 and CURSA Report 2020). We will build on work from the last review period to clarify and raise awareness of current processes and schemes to support the reward and recognition of researchers at Cardiff. We will also scope the feasibility of extending our current routes for progression based on individual performance, as well exploring opportunities for enhancing the ways in which we develop, recognise and reward independence of research only staff. This work will be addressed through a dedicated Research Culture Group Task & Finish Group on Visibility, Reward and Recognition. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** We will continue to - offer annual increments to recognise individual development and progression within our grades. - offer an annual academic promotions scheme for staff on the research-only career pathway, allowing progression to Senior Research Fellow, Principal Research Fellow and Professorial Research Fellow, in recognition of individual profile and performance. - offer a University grading review process for re-evaluating the grade of roles for researchers employed at Grades 5 through 7. This process allows the re-grading of a role when it has changed significantly in line with the needs of the School or the University. From Autumn 2022, we will provide clear, bespoke, guidance on the process for research staff who wish to apply for grading review, along with model role expectations for each grade within the research-only career pathway. - offer research-only staff workshops on 'Academic Promotions' and 'Rewards, Benefits and Recognition', as well as access to sessions on 'Regrading Explained'. - operate an Outstanding Contribution Award Scheme (OCAS) for all staff in grades 1 to 8. This scheme offers a financial award of (i) a one-off payment; (ii) accelerated increments; or (iii) access to the contribution points; for exceptional performance. - celebrate the contribution of all staff through our Celebrating Excellence Awards, with specific categories for, among others, rising star – early career academic (open to research staff); excellence in research; excellence in innovation and enterprise and excellence in civic mission.									
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.	1. We will launch, evaluate and refine our web-resource for research staff and their managers, including clear information about rewards, benefits and recognition for researchers.	Yes	December 2022	OSD/Digital Comms	Greater clarity over and improved understanding of the current processes in place for recognition, reward and promotion for research staff Success measure: Initial target - 60% research staff surveyed (pulse survey) indicate an awareness of reward and remuneration processes in place to support researchers. 60% of research staff surveyed indicate satisfaction with career development support in place within the University.				

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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 (cont.).	2. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Progression from grades 5-7: improved clarity about the ways to progress within the current system, and what individual researchers need to demonstrate/develop. Researchers demonstrate an understanding of how to use current systems. Initial target 60% of research staff surveyed (pulse survey) understand how to progress within the current system. Greater clarity about key dates for recognition, reward and promotion processes, as well as the processes themselves. Success measures as above: initial target – 60% research staff surveyed (pulse survey) indicate an awareness of reward and remuneration processes in place to support researchers.				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	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 (cont.).	3. We will review the opportunities for research staff progression from grades 5 through 7, and the ways in which independence is supported and rewarded.	No	Key milestones: 2022/23 - scoping work; report by the beginning of the 2023/4 academic year (Sep 2023). Decisions (i) and (ii) approved by UEB and Senate by the end of 23-24 academic year (Jul 2024) along with approval of any new, or amended, University processes, if appropriate. Awareness-raising 2024-25 academic year (from Oct 2024 – Jul 2025.	Research Culture Working Group/HR/OSD	Based on transparent scoping work the outcome will be two clear University decisions on the following: (i) progression – should there be a formal process in place for progression from 5-7 based on individual performance? (ii) independence – what is the University's position on developing, reward and recognising independence of research only staff? Furthermore, research staff, their managers, senior leaders and staff who support researchers will be aware of, and understand, the University's position on each of these. (to be measured via questionnaire – targets to be determined by results of the surveys above).				
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	1. We will scrutinise the recruitment, promotion and reward of our research staff population and produce an annual Research Staff report based on the 2021 model and refined in	No	Oct 2022 Oct 2023 Oct 2024	OSD	Providing clear and easy to understand data to allow us to monitor trends in recruitment, promotion and reward of researchers and to act on this information as appropriate. Success measures: 3 annual reports distributed to all stakeholders and scrutinised by relevant bodies.				

Obligation		Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		line with feedback from the researcher population.								
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
PRIORITY FOR ALL STAFF. It is important to us that *all* staff have a clear understanding of their obligations and responsibilities and act on these accordingly, and we have in place robust processes to support this – induction, probation, annual performance development review, as well as clear processes for internal communications. In terms of the additional responsibilities and reporting requirements of **staff involved in research** we will continue to ensure that researchers and their managers are aware of and act in accordance with our Research Integrity and Governance Code of Practice. Our actions under Priority Area #1 around improved communications and awareness for **research staff and their managers** will also support work in this area.										
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.									
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.									

Obligation		Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
ER2	Researchers understand their reporting obligations and responsibilities.									
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
PRIORITY FOR ALL STAFF. **These obligations are being met through:** We have identified 'collegiality, leadership and management' as one of our seven core values at Cardiff University and we are committed to promoting 'the leadership and management necessary for the effective and responsible use of university resources' as well as striving 'to support the well-being of our staff and students'. One of the five pillars of our people strategy is 'working culture', and leadership development is a key area within this, although it also underpins each of the other pillars, including 'staff wellbeing' and 'inclusion for all'. We have in place an operational plan in support of this strategy. As outlined below, our priority for the coming review period is to re-establish a strong culture of conducting and recording annual Performance Development Review for all staff following a change to our usual procedures during the peak years of the pandemic. **RESEARCH CULTURE PLAN** Our emergent research culture plan will seek to enhance the way we support and develop research managers and leaders within the institution, as well as seeking to clarify and raise awareness of our expectations of research leaders and managers. As above, one of our three task and finish groups devoted to the implementation of the research culture action plan will focus on 'Training & Support'. **OUR ONGOING COMMITMENTS TO ALL STAFF:** We currently have in place and will continue to offer: • a clear statement of expectations of any staff with line management responsibilities published on our staff intranet. • published guidance on the role of the academic line manager. • annual Performance Development Review which is mandatory for all non-probationary staff. • an academic promotions scheme which requires all applicants for academic promotions to provide evidence of 'collegiality and an effective contribution to University citizenship'. This includes aspects of leadership and people management, such as 'supporting the career development of colleagues, including mentoring, support, peer review and relevant collaborations, particularly in relation to early career staff'; 'undertaking School, College and/ or University roles and responsibilities'; and 'contributing to an inclusive community through promoting equality and diversity'. • an award for excellence in leadership at our annual Celebrating Excellence awards. • an extensive portfolio of leadership and management training development opportunities reflecting different career stages, for example, a programme for new Deans, a programme for new Heads of School, Professorial leadership programme, a programme on Moving into Research Leadership, etc., and also different aspects of leadership and management, such as managing remotely, delegating effectively, managing stress in others. • access for all staff to all 'Linked-in Learning' modules, which includes a wide range of online courses in different aspects of leadership and management, such as 'managing teams'; 'coaching skills for leaders and managers' and 'foundations of performance management', etc.										

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	• mandatory training for line managers in two of our three Colleges, and a similar programme in our third College which is strongly recommended for all line managers.									
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.									
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.									
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.									
EM4	Managers actively engage in regular constructive performance management with their researchers.									
ER3	Researchers positively engage with performance management discussions and									

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	reviews with their managers.								
Job security									
The aim of this obligation is to improve the job security of researchers.									

RESEARCH STAFF PRIORITY AREA #4

This is the fourth of our six priority areas and was identified by our Researcher Pathways Working Group as being the highest priority in terms of making a real difference to the experience of researchers.

Cardiff is committed to improving the job security of its staff and the 2019-20 HESA data showed that the proportion of academic staff employed on fixed term contracts is higher in 20 of the 24 Russell Group universities than at Cardiff. Since conducting a full-scale review and revision of our use of fixed-term contracts in 2010 we have
- issued open-ended contracts to all staff with more than four years' service and one or more contract renewal.
- ensured clarity at all stages in the employment relationship by alerting staff to any relevant factors that may impact on their continued employment status in the appointment letter.
- had in place a redeployment system giving priority access to vacancies arising in the University to staff with more than twelve months' service who are identified as being at risk of redundancy.
- offered transitional pay protection to staff who accept redeployment to a lower graded post.

Having made progress in terms of reducing our use of fixed-term contracts we will now seek to explore alternative ways of managing the relationship between fixed income streams and short-term project work and the employment contracts that we are able to offer.

OUR ONGOING COMMITMENTS TO RESEARCH STAFF
- We will continue to monitor, and report on, our use of different types of employment contracts in the research staff population.

| EI6 | Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress. | 1. We will explore alternative ways of managing the relationship between fixed income streams and short-term project work and the employment contracts that we are able to offer. As part of | No. | Jul 2025 (key milestones in impact column) | HR/OSD/ Research Culture Working Group /Researcher Pathways Working Group | By the end of year 1 (2022-23) we will have reviewed our use of contracts for employing research staff at Cardiff and published results. We will also provide guidance on how open-ended contracts may be issued to research staff within the *current* University systems, where appropriate, and in years 2 and 3 monitor whether this leads to greater use of open-ended contracts. We will also report | SMART measures: as the outcomes of this work is yet to be determined it is difficult to give meaningful SMART measures. The overall impact of this | | | |

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	this work we will (i) review our use of relevant factors in open-ended contracts in consultation with the trade unions; (ii) review current models for employing research staff at Cardiff; (iii) review alternative models in the sector; (iv) consider piloting any appropriate alternative employment models identified in (ii) and (iii) above); (v) develop a systematic and effective means of reporting on the use of our redeployment scheme by career pathway.				annually on the use of the redeployment scheme. By end of year 2 (2023-24) we will have (i) worked with the trade unions to review our use of relevant factors in our open-ended contracts and confirmed a decision about their future use, leading to greater clarity and, if appropriate, revised procedures and processes. (ii) a University decision about the feasibility of extending our use of open-ended contracts by adopting alternative models of employment. (iii) depending on the outcomes of (i) and (ii) designed a pilot for introducing changes, including clear tests of effectiveness.	work is designed to improve job security for our research staff. We anticipate, however, that SMART measures will include – but not be limited to - increased numbers of research staff on open-ended contracts and we will set targets for research staff views of job security at Cardiff.			
	2. We will seek to influence national debates about job security and build on our relationships with HEFCW and other Welsh HEIs to explore	No	Jul 2025	PVC-R/Dean for Research Environment and Culture/HR/OSD/ with RIS	Targeted impact: To bring together professional expertise and representatives of all stakeholder groups, including funders, from across Wales.				

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	what would be possible for us to achieve as a devolved nation, in terms of (i) improving job security for researchers, and (ii) what would need bigger UK-wide systemic change.								

Professional and Career Development

Championing professional development

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.

RESEARCH STAFF PRIORITY AREA #5

This is the fifth of our six priority areas and builds on the pilot work that was undertaken in the last review period to provide guidance on the different forms of development that might contribute to the minimum of 10 days' professional development per annum for research staff.

RESEARCH CULTURE PLAN
Providing a flexible and creative training programme for all staff involved in research, that both promotes good research practice and supports career development, is at the heart of our emergent Research Culture Plan and this work will be supported by a University task and finish group in the 2022-23 academic year.

The focus of our Concordat Action Plan for the next period will therefore be to raise awareness of our commitment to supporting researchers' broader development and, specifically, our promise that all research staff will have access to a minimum of 10 days' CPD per annum, pro rata.

OUR ONGOING COMMITMENTS TO RESEARCH STAFF
In addition to the staff development opportunities that are open to all staff, such as short courses, development programmes and a mentoring scheme, we will continue to offer
•	'The Cardiff Researcher' programme of development opportunities. This free programme of training and development for all staff employed within the research-only pathway offers a wide range of opportunities for CPD, encompassing hands-on workshops for developing key skills, as well as information-based sessions and one-to-one coaching.
•	'playlists' of relevant online learning opportunities offered through our institutional licence for Linked-In Learning.
•	access to the Cardiff University Associate Fellowship Programme, a professional development programme designed for those who are new to teaching and supporting learning; and/or those who teach or support learning as part of their role, but in a limited capacity.
•	opportunities for Committee membership at School, College and University level.

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
• opportunities to supervise research students. From 1st August 2021, the University's Policy on Research Student Supervision has made it explicit that all independent research staff are considered eligible as research student supervisors. This includes all research staff grades 7 and above (Research Fellow), as reflected in the generic role descriptions for these grades, but also recognises that some researchers employed at Grade 6 are established, independent research staff and are not early career researchers. • access to cross-University/sector initiatives, such as Welsh Crucible (an award-winning development programme led by Cardiff University), GW4 and Researchers 14 development programmes, and the Wellcome Trust's Broadening Horizons mentoring project. We will also continue to monitor and report on research staff engagement with formal development opportunities through our Annual Research Staff Report, as well as those informal forms of development which are supported by structured University schemes, such as our academic mentoring programme.									
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.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc. 2. We will pilot a mentoring programme for research staff using Cardiff University alumni.	No No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024) Jul 2023	OSD/HR/Internal Comms/ Digital Comms OSD/Alumni/Dean of Research Environment and Culture	Research staff and their managers demonstrate awareness of the different forms of development that might contribute towards the minimum of ten days' professional development, pro rata, per annum and are satisfied with the ways in which Cardiff supports development in its broadest sense. Measures: At least 60% of research staff surveyed (pulse survey) indicate that they are (i) aware of and (ii) satisfied with the range of development opportunities available to them. At least 60% of research staff surveyed (pulse survey) indicate that they have engaged with a minimum of 10 days CPD pro rata per annum (deadline Jul 2024) Outcomes/Success measures: (i) 10 mentoring partnerships established in the first year. (ii) a decision is made about whether the scheme should be offered beyond the pilot.				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	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 (cont.).	3. Building on 2021's pilot, we will run and evaluate our new 'Knowledge Exchange and Impact Development Programme' and work to ensure that research staff engagement with the programme is at least as high as the engagement of other staff groups.	No	Sep 2023	RIS – Impact and Engagement Team/OSD	Intended impact: Research staff are offered a range of development opportunities that covers the breadth of research roles and offers preparation for diverse careers. Outcomes/Success measures: (i) research staff participation to be monitored as part of our annual reporting. (ii) targets: research staff participation rates as high as participation for other staff groups (at least) (iii) at least 5% of research staff to participate in the programme in the first year. New targets to be set annually. (iv) as above at least 60% of research staff surveyed (pulse survey) indicate that they are (i) aware of and (ii) satisfied with the range of development opportunities available to them.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	1. Make available a system to allow researchers to record the breadth of professional development activity taking place and contributing towards researchers' minimum of 10 days' development pro rata per annum.	Yes	Jul 2025 (key milestones in impact column)	HR/OSD/Schools	The intended outcome of this action is to give researchers the means to record the breadth of the development activity they are undertaking. Outcomes: By end of year 1 – a University decision on the appropriate system for recording broader development activity. By end of year 2 – clear communications with research staff and baseline data.	We currently report on and monitor researchers' participation in 'formal' development opportunities (including our academic mentoring scheme). We aim to enable researchers to capture their participation across the breadth of development			

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
						activity available.			
PCDM 3	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.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	Managers of research staff demonstrate awareness of the requirement to support ten days professional development. Measures: At least 50% of managers of research staff surveyed (pulse survey) indicate that they are aware of requirement			
		2. We will launch, evaluate and refine our web-resource for research staff and their managers, which will provide guidance on the 10 days' CPD allowance and information about how the University	Yes	December 2022	OSD/Digital Comms	Managers of research staff demonstrate awareness of the requirement to support ten days professional development Measures: At least 50% of managers of research staff surveyed (pulse survey) indicate that they are aware of requirement			

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		supports both formal and informal forms development.								
PCDR 1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Researchers understand the requirement to undertake ten days professional development. Measures: At least 60% of research staff surveyed (pulse survey) indicate that they are (i) aware of and (ii) satisfied with the range of development opportunities available to them.				
		2. We will launch, evaluate and refine our web-resource for research staff and their managers. which will provide guidance on the 10 days' CPD allowance and information about how the	Yes	December 2022	OSD/Digital Comms	Researchers understand the requirement to undertake ten days professional development. Measures: At least 60% of research staff surveyed (pulse survey) indicate that they are (a) aware of and (b) satisfied with the range of development opportunities available to them.				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
		University supports both formal and informal forms development.								
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PRIORITY FOR ALL STAFF. **These obligations are being met through:** Prior to the COVID-19 pandemic our rates of completion of annual performance development review (PDR) were high, with an average completion rate of 86% in the four-year period 2016-2019, and we had in place bespoke paperwork for research only staff, designed by a sub-group of our Researcher Pathways Working Group. In response to the increased workloads and pressure on staff during the peak years of the pandemic (2020-22), PDR was made optional during the first year and Schools were not required to record completion. A 'light touch' PDR was rolled out in 2021, with simplified paperwork for all staff, and there were local variations in the way that engagement was recorded. The PDR process in 2022 was more in line with our pre-pandemic approach although the 'light-touch' paperwork was retained. Our priority for the coming review period is to re-establish a strong culture of conducting and recording annual PDR for all staff. At the end of this review period we will re-assess and look to implementing an enhanced system of career development reviews for research staff in 2025-2028 if this is deemed appropriate. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** • Annual performance development review will be mandatory for all staff not on probation. PDRs will consider personal development in relation to current job responsibilities, including any anticipated changes in the role, and broader career aspirations. • We will monitor and report on completion rates for research staff in our Annual Research Staff Report. • We will continue to provide written guidance for research staff on 'Getting the best out of your PDR' which is linked to the Researcher Development Concordat and published on our intranet pages. • We will continue to offer a workshop on 'Getting the best out of PDR for Researchers'. • We will continue to provide written guidance on PDR for the managers of research staff, which is linked to the Researcher Development Concordat and published on our intranet pages. • We will continue to provide informal support to research managers on how best to structure career development conversations, and will continue to raise awareness of managers' responsibilities in this area through our bespoke leadership programmes.										

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.									
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.									
PCDM 1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.									
PCDR 4	Researchers positively engage in career development reviews with their managers.									
Career development support and planning										
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
PRIORITY FOR ALL STAFF INVOLVED IN RESEARCH. **These obligations are being met through:** **RESEARCH CULTURE PLAN** Providing a flexible and creative training programme that supports career development for all staff involved in research is at the heart of our emergent Research Culture Plan and this work will be supported by a University task and finish group in the 2022-23 academic year.										

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
OUR ONGOING COMMITMENTS TO RESEARCH STAFF We will continue to • offer research staff confidential careers consultations with a qualified and independent careers adviser, who is able to advise on any areas of career planning, including progressing in academic and University careers or wider career options. • offer career management modules and workshops on a wide variety of topics, including sessions on career planning. • provide a bespoke 'Career Directions for Researchers' web resource, which provides a range of interactive and engaging career learning resources for Cardiff University's early career researchers. • require all non-probationary research staff to undertake a Performance Development Review with their manager, which will consider, among other things, their broader career aspirations. • access to cross-University/sector initiatives, such as Welsh Crucible (an award-winning development programme led by Cardiff University), GW4 and Researchers14 development programmes, and the Wellcome Trust's Broadening Horizons mentoring project. Our action under priority area #5 of making available 'a system to allow researchers to record the breadth of professional development activity taking place and contributing towards researchers' minimum of 10 days' development pro rata per annum' will also allow us to complement existing provision in this area in the medium term.									
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.								
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.								
Research identity and leadership									
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.									
PRIORITY FOR ALL STAFF INVOLVED IN RESEARCH. **These obligations are being met through:**									

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
RESEARCH CULTURE PLAN Providing a flexible and creative training programme for all staff involved in research, that both promotes good research practice and supports career development, is at the heart of our emergent Research Culture Plan and this work will be supported by a University task and finish group in the 2022-23 academic year. **OUR ONGOING COMMITMENTS TO RESEARCH STAFF** We will continue to offer research staff • formal leadership development opportunities for researchers, such as 'Moving into Research Leadership', as well as formal training opportunities in project, resource and people management. • our Fellowship Support Programme, which provides the tools and support for writing a competitive fellowship proposal. • internal funding opportunities, including 'Innovation for all' funding and researcher exchange schemes. • opportunities for Committee membership at School, College and University level. • opportunities to supervise research students. From 1st August 2021, the University's Policy on Research Student Supervision has made it explicit that all independent research staff are considered eligible as research student supervisors. This includes all research staff grades 7 and above (Research Fellow), as reflected in the generic role descriptions for these grades, but also recognizes that some researchers employed at Grade 6 are established, independent research staff and are not early career researchers. • clarity for research managers on providing credit and recognition for researchers work through our Research Integrity and Governance Code of Practice, which includes authorship guidelines, and our staff intranet pages on reward, recognition and remuneration. • access to cross-University/sector initiatives, such as Welsh Crucible (an award-winning development programme led by Cardiff University), GW4 and Researchers14 development programmes, and the Wellcome Trust's Broadening Horizons mentoring project. Our action under priority area #3 of reviewing 'the ways in which independence is supported and rewarded' will allow us to enhance our provision in this area in the medium term, as will our actions under priority area #5 – Championing professional Development.									
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.								
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								

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	and recognition for their endeavours.								
PCDM 5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.								
PCDR 5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills								

Diverse careers

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.

RESEARCH STAFF PRIORITY AREA #6

This is the sixth of our six priority areas. Work here will build on our existing provision for research staff and will align with the work on our institutional Research Culture plan. Our activity will focus on further developing collaborations beyond Cardiff in support of the career development of our researchers, as well as improving the ways in which we communicate about the opportunities open to them.

RESEARCH CULTURE PLAN
One of the main aims of our emergent Research Culture Plan is for Cardiff University to provide a flexible and creative training programme that supports the career development of all staff involved in research and this work will be supported by a University task and finish group in the 2022-23 academic year.

OUR ONGOING COMMITMENTS TO RESEARCH STAFF
We will continue to offer:

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	• confidential consultations with a qualified and independent careers adviser, who is able to advise on any areas of career planning, including progressing in academic and University careers or wider career options. • career management modules and workshops on a wide variety of topics, including sessions on career options beyond research. • access to our bespoke 'Career Directions for Researchers' web resource, which provides a range of interactive and engaging career learning resources for Cardiff University's early career researchers. • our Fellowship Support Programme, which provides the tools and support for writing a competitive fellowship proposal. • access to cross-University/sector initiatives, such as Welsh Crucible (an award-winning development programme led by Cardiff University), GW4 and Researchers14 development programmes, and the Wellcome Trust's Broadening Horizons mentoring project.									
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	To raise awareness of the opportunities that are available in different employment sectors to researchers. Output: 6 published career stories (year 1) Measures: at least 60% of researchers surveyed (pulse survey) respond positively about the usefulness of these.				

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this. (cont.)	2. We will pilot a mentoring programme for research staff using Cardiff University alumni.	No	Jul 2023	OSD/Alumni/Dean of Research Environment and Culture	Outcomes/Success measures: (i) 10 mentoring partnerships established in the first year. (ii) a decision is made about whether the scheme should be offered beyond the pilot.				
	3. We will work in collaboration with other Welsh HEIs to deliver a series of virtual careers events. This series will give our researchers the opportunity to hear about the career trajectories of those who started their careers in Welsh HEIs and will showcase the ways in which our HEIs contribute to the development of a highly skilled and talented workforce for Wales, the UK and beyond.	No	Aug 2023	OSD	To highlight the range of opportunities open **researchers** and to demonstrate the benefits of moving between, and working across, employment sectors, both to researchers, and research. In the pilot year (2022-23) we will aim to deliver **four** online events, each with **three** speakers. Target attendance from Cardiff: average of 25 per session. Target feedback satisfaction score: 75% of attendees satisfied that the events provided insight into the range of opportunities open to researchers.				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
PCDM 2	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.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Managers demonstrate clear awareness of the support available in preparing for diverse careers.\n\nMeasures: At least 50% of managers of research staff surveyed (pulse survey) indicate awareness of the support available in preparing for diverse careers.				
PCDR 2	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.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition,	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Researchers demonstrate clear awareness of the support available in preparing for diverse careers.\n\nPulse survey: at least 60% of respondents demonstrate awareness of the support available in preparing for diverse careers.				

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
	diverse careers etc.								
	2. We will pilot a mentoring programme for research staff using Cardiff University alumni.	No	Jul 2023	OSD/Alumni/Dean of Research Environment and Culture	Outcomes/Success measures: (i) 15 mentoring partnerships established in the first year. (ii) a decision is made about whether the scheme should be offered beyond the pilot.				
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. (cont.)	3. We will work in collaboration with other Welsh HEIs to deliver a series of virtual careers events. This series will give our researchers the opportunity to hear about the career trajectories of those who started their careers in Welsh HEIs and will showcase the ways in which our HEIs contribute to the development of a highly skilled and talented workforce for Wales, the UK and beyond.	No	Aug 2023	OSD	To highlight the range of opportunities open to researchers and to demonstrate the benefits of moving between, and working across, employment sectors, both to researchers, and research. In the pilot year (2022-23) we will aim to deliver **four** online events, each with **three** speakers. Target attendance from Cardiff: average of 25 per session. Target feedback satisfaction score: 75% of attendees satisfied that the events provided insight into the range of opportunities open to researchers.				

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
PCDR 6	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.	1. We will develop (and deliver) a clear communications plan for research staff and their managers. This will be linked to the University's annual cycle of activities, and based on agreed priority areas related to the Researcher Development Concordat e.g. 10 days' development, reward and recognition, diverse careers etc.	No	2022-23 – target launch October 2022 (to be evaluated and modified, if appropriate, for 2023-24 (by Aug 2023) and 2024-25 (by Aug 2024)	OSD/HR/Internal Comms/ Digital Comms	Researchers are informed of opportunities to develop their awareness and experience of the wider research system. Pulse survey: at least 60% of respondents demonstrate awareness of the support available in preparing for diverse careers.				
		2. Building on 2021's pilot, we will run and evaluate our new 'Knowledge Exchange and Impact Development Programme' and work to ensure that research staff engagement with the programme is at least as high as the engagement of other staff groups.	No	Sep 2023	RIS – Impact and Engagement Team/OSD	Intended impact: research staff engage with development opportunities to extend their awareness of the wider research system. Outcomes/Success measures: (i) research staff participation to be monitored as part of our annual reporting. (ii) targets: research staff participation rates as high as participation for other staff groups (at least) (iii) at least 5% of research staff to participate in the programme in the first year. New targets to be set annually. (iv) as above, at least 60% of research staff surveyed (pulse survey) indicate that they are (a) aware of and (b) satisfied with				

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
					the range of development opportunities available to them.				

* 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)	
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	

Abbreviations and glossary (more rows can be added)	
CROS	Careers in Research Online Survey
CURSA	Cardiff University Research Staff Association
Digital Comms	Digital Communications Team
HEI	Higher Education Institute
HESA	Higher Education Statistics Agency
HR	Human Resources Department
OSD	Organisational and Staff Development Team
PDR	Performance Development Review
PVC-R	Pro Vice Chancellor for Research, Innovation and Enterprise
RIS	Research and Innovation Services
RPWG	Researcher Pathways Working Group
SMART	Specific, measurable, achievable, relevant, and time-bound
UKRIO	UK Research Integrity Office

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)

15						
16						
17						
18						
19						
20						

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)

BLANK PAGE

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)

HREiR Award action plan template for funders (add dates)
(individual obligations can be inserted into the relevant section of the institution template if required)

Your funder's logo

		Complete for submission						*To be completed only when reporting on action plan*		
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies									
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers									
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
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								
Employment									
Job security									
The aims of these obligations are to improve the job security of researchers.									
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies								
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security								
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression								

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								
Professional and Career Development									
Championing professional development									
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.									
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								
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes								
Diverse careers									
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.									
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								

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)

Further hyperlinks and supplementary information (more rows can be added)			Abbreviations and glossary (more rows can be added)	
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				