

HREinR Action Plan (2021-2023)



UNIVERSITY OF
BATH



HR EXCELLENCE IN RESEARCH

| Details | | The institutional audience* for this action plan includes: | | |
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| Institution name: | University of Bath | Audience (beneficiaries of the action plan) | Number of | Comments |
| Cohort number: | Three | Research Staff | ~330 | Including Research Assistants, Research Associates, and Research Fellows (Grades 5-8) |
| Date of submission: | 24th September 2021 | Research and Teaching Staff | ~1100 | This includes all staff on the Education and Research Job Family, of which ~200 are managers of research staff |
| Institutional Context | <p>The University of Bath received the HR Excellence in Research Award in September 2011 and has retained it since. The values underlying University of Bath Strategy 2021–26 align with the three Researcher Development Concordat principles, which shows the importance of research staff (RS) and their role in the University of Bath community, and the importance of creating a positive research culture where everyone feels heard. Additionally, these principles align with our 'driving high impact research' and 'fostering and outstanding and inclusive community' strategic pillars. With these in mind, we are committed to recruiting, retaining, and developing diverse and talented RS across the university. This action plan is one initiative that supports our intentions, together with the institutional Silver Athena SWAN (AS) action plan (2021) and departmental action plans, Research Strategy, and Vision for Research Staff.</p> | | | |

| | Obligation | Action | Success measure (SMART) | Deadline | Responsibility | Progress update (to be completed for submission) | Outcome/ result |
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| Environment and Culture | | | | | | | |
| Institutions must: | | | | | | | |
| ECI1 | Ensure that all relevant staff are aware of the Concordat | Develop resources and training for all staff to improve the Letters of Support/Host Institution eligibility in early career fellowship and funding applications, which include examples of best practice and why/how the Concordat principles can help write these documents. | (1) >50% researchers report some understanding of the Concordat in CEDARS 2023; (2) 20% increase in conversion rate for submitted: successful early career fellowship/funding applications. | (1) Jun-23 (2) Jun-24 | HRD | <p>(1) Developed resource that explains the principles of the Concordat and how these can contribute to or be highlighted within Letters of Support, from multiple perspectives. This includes examples from earlier successful submissions and will continue to be updated with new materials. 1-1 support is also available from Research Development Managers and Research Strategy Business Partners, with expertise in Concordat priorities. Due to considerable staffing changes dedicated training remains to be developed, but this is planned for – both a specific resource and the interweaving of Concordat principles into more general grant training, such as the Fellowship Academy. The current text resource will be available via a new, easily navigable SharePoint site (2024), where it will be possible to receive further queries and to track interactions. [No further action]</p> <p>(2) Reporting on submissions delayed due to changes in staff and exploration of reporting tools. Action is carried forward to 2023-26 Action Plan (See ECI1.3).</p> | CEDARS 2023: 13% Research Staff have some understanding of the Concordat; 46% have some understanding or know that it exists. |
| ECI2 | Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers | See ECM2, ECM4, ECR2, ECR4, EI7, EM2, EM3, and ER2 for how Bath are fulfilling this obligation. | (1) CEDARS 2023: >70% researchers believe that institutional policies and practices are easy to find (2) CEDARS 2023: >80% researchers believe that institutional policies and practices are inclusive, equitable and transparent | (1 & 2) Jun-23 | RDM | <p>The University has recently created a section of the website 'Research Policy and Governance' (https://www.bath.ac.uk/topics/research-policy-and-governance/) to bring together relevant internal and external policies and governance that may have an impact on Research Staff or their research.</p> <p>(1) An action is carried forward in the Action Plan 2023-26 (See ECI2.3) to ask an institutional question in the next CEDARS survey about whether policies are easy to find.</p> <p>(2) Success measure met. [No further action]</p> | CEDARS 2023: 83%, 78%, 81% of researchers who had been recruited in the last two years agree that the recruitment, selection and appointment was fair, inclusive and transparent, respectively. 85% of Research Staff agreed it was merit based. CEDARS 2023: 75% Research Staff believe that the institution is committed to equality and diversity. The Research Policy and Governance webpages receive an average of 37 hits per month. |
| ECI3 | Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and | No new action has been identified | | | | <p>The University has a Health & Wellbeing policy and offers Wellbeing and Mental Health Awareness workshops and other initiatives for all staff and managers. It has recently updated the Wellbeing support and resources online and completed an update to its 'Dignity & Respect Policy and Procedure in line with recent guidance.</p> | CEDARS 2023: 72% and 69% Research Staff feel comfortable in reporting incidences of discrimination, and bullying and harassment, respectively. 58% of Research Staff agree that they take positive action to maintain their mental health and wellbeing, which is down by 18% |

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| | effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues | | | | | <p>The University has introduced new training for managers and investigators of dignity and respect complaints – covering complaints against students and staff. The University has an online reporting and tool for discrimination, misconduct, harassment or assault. Staff can report anonymously or get support from an adviser.</p> <p>[University Work and Wellbeing Survey shows that the gap between research only staff and other University employees has been closed across the 4 ONS measures.]</p> | from CEDARS2021. A gap has been identified here and action will be taken to improve communication to Research Staff and their Managers regarding mental health and wellbeing in the Action Plan 2023-26 (See ECI4 and ECM3). |
| ECI4 | Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health | No new action has been identified | | | | <p>The University has mandatory 'Diversity in the Workplace' and 'Unconscious Bias' training for all managers.' This is monitored through an automated reminder to their line managers, to prompt any staff to attend this training.</p> <p>[University Work and Wellbeing Survey indicates that managers of research only staff are better regarded across all 6 measures than those of other staff groups]</p> | CEDARS 2023: 72% managers report that they have attended EDI training, with 12% saying they would like to. 81% managers are confident in responding to any issues relating to health and wellbeing. University of Bath has a current institutional Athena SWAN Silver award. 55% of Research Staff agree that the institution actively promotes the importance of good mental health and wellbeing of staff AND that their working environment supports their mental health and wellbeing: 38% disagree. Action will be taken to improve communication to Research Managers regarding mental health and wellbeing in the Action Plan 2023-26 (See ECI4 and ECM3). |
| ECI5 | Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity | No new action has been identified | | | | <p>Gap Analysis for the Concordat to Support Research Integrity was conducted, which concluded that the University is fully compliant. The ethical review process was revised, and research ethics and integrity webpages were updated to ensure clarity of processes, and a dedicated mailbox for RE&I questions has been created. Annual statement on research integrity is published on the University webpages.</p> | CEDARS 2023: 75% researchers believe that the institution promotes the highest standards of research integrity (reduced slightly from 80% in CEDARS 2021, therefore will continue to monitor through 2024 and 2025). |

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| ECI6 | Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices | Explore opportunities for further development of research culture, building on good practice and seeking feedback from a variety of groups | (1) Recommendation approved by URKEC on best approach to review and report on the quality of the research culture and environment; (2) Recommendation implemented. | (1) Dec-21 (2) Mar-22 | HRPI | A new Research Culture Manager role was approved and appointed in September 2023. This brings a new opportunity to strengthen our work on Research Culture and institutional practices. A strategy will be developed under each of our six research culture pillars and implemented in 2024/25 to ensure we take a joined-up approach. [Action ongoing and embedded as business as usual] | |
| Funders must: | | | | | | | |
| ECF1 | Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies | Not applicable. | | | | | |
| ECF2 | Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers | Not applicable. | | | | | |
| 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 | Not applicable. | | | | | |

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| | and working conditions | | | | | | |
| Managers of researchers must: | | | | | | | |
| ECM1 | Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work | No new action has been identified | | | | The University has mandatory 'Diversity in the Workplace' and 'Unconscious Bias' training for all managers.' This is monitored through an automated reminder to their line managers, to prompt any staff to attend this training. | CEDARS 2023: 72% managers report that they have attended EDI training, with 12% saying they would like to. 81% managers are confident in responding to any issues relating to health and wellbeing. University of Bath has a current institutional Athena SWAN Silver award. Further training is available Supporting Transgender Staff and Students and Supporting Staff and Students with Disability. HR Report Sept 2023: 46% ER job family managers have done all the available mandatory training, 80% have done at least one course. |
| ECM2 | Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct | No new action has been identified | | | | <p>Gap Analysis for the Concordat to Support Research Integrity was conducted, which concluded that the University is fully compliant.</p> <p>The ethical review process was revised, and research ethics and integrity webpages were updated to ensure clarity of processes, and a dedicated mailbox for RE&I questions has been created.</p> <p>Annual statement on research integrity is published on the University webpages.</p> | CEDARS 2023: 75% researchers believe that the institution promotes the highest standards of research integrity (80% in CEDARS 2021). 83% agree that their manager communicates clear expectations regarding behaviours and/or culture in their local working environment. Slight increase in the number of Research Staff disagreeing that the institution promotes the highest standards of research integrity: 9.2% (2021) compared with 15.3% (2023). Continue to monitor through CEDARS in the next 3 years. |

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| ECM3 | Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity | No new action has been identified. | | | | | There is consistent data between CEDARS 2021 and 2023. CEDARS 2023 shows that 82% managers are confident in responding to issues in health and wellbeing, bullying and harassment (81% in CEDARS 2021). Additionally, 79% RS report that their manager promotes a good work-life balance (81% in CEDARS 2021). |
| ECM4 | Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers | No new action has been identified. | | | | The University has clear guidance on flexible working and how to manage these requests. In addition, over the period of the Covid-19 pandemic, weekly emails have reported any new information or guidance on working/returning to work on campus - including sources of support. | CEDARS 2023 shows that 87% managers are confident in managing requests for flexible working appropriately (this has increased from 73% in the CEDARS 2021). |
| ECM5 | Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution | No new action has been identified. | | | | <p>We will continue to seek feedback and contributions from managers through CEDARS 2023, and ECi6, E14, and E17.</p> <p>Since 2023 CEDARS, a new Research Culture Manager role was approved and appointed in September 2023. This brings a new opportunity to strengthen our work on Research Culture and institutional practices.</p> <p>A strategy will be developed under each of our five research culture pillars and implemented in 2024/25 to ensure we take a joined-up approach.</p> | 42% of all managers of researchers responded to CEDARS 2023, up from 20% in 2020 but not as high as in 2021 (58%). These data have been instrumental in identifying key priorities and developing this action plan. |
| Researchers must: | | | | | | | |

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| ECR1 | Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students | Create sustainable Research Staff networks across all faculties | (1) All departments (where there is sufficient RS numbers) or groups of departments have a Research Staff Network that includes 1 annual RS welcome event + >1 social/networking event per year; RS from these networks are represented in the RSWG; (2) CEDARS 2023 50% RS feel connected to their peers or part of a RS community. | (1) Aug-22 (2) Jun-23 | RSWG, DRSC | <p>(1) Research Staff Networks set up in Faculties of Engineering and Design, and Humanities and Social Sciences, and Departments of Chemistry and Life Sciences. Action is being taken in 2024 to strengthen the role of the DSRCs who are instrumental in ensuring engagement and RSWG representation (See Action Plan 2023-26 PCDM3.1). [Continuing to renew membership of RSWG and DRSC is an ongoing action and embedded as business as usual]</p> <p>(2) Feedback from Research Staff was collected in Postdoc Appreciation Week. Postdocs wanted to have more opportunities to network with Peers. Informal university-wide monthly networking events and a larger lunch gathering once a semester is planned. Activities to support increased engagement with Postdocs will be included in the development of a Postdoc Academy and RSWG will lead a project to look at induction and include an understanding of the sense of welcome that newer researchers experience. See Action Plan 2023-26 PCDI1.1 and EI2.1 respectively. [Action ongoing]</p> | CEDARS 2023: 76% of Research Staff agree they feel included in their immediate research environment/group. 49% of Research Staff feel integrated in Department, University and wider research community, and are connected to a broader network of fellow researchers. |
| ECR2 | Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion | Create clear signposting to relevant guidance on the 'Research Policy and Governance' webpages within the Researcher Development Hub (see PCDR1) | CEDARS 2023: >70% RS are familiar with mechanisms to report incidences of misconduct (up from ~50%) | Jun-23 | RDM | <p>The University has launched in 2022/23 BeTheChange campaign for staff and students which includes stronger signposting. There is a mandatory Research Integrity online course, and the Investigation of Research Misconduct Process is published on the University of Bath website. Further signposting to these will be included in the Action Plan 2023-2026 (See EC12.1). [Action ongoing]</p> <p>The Researcher Development Hub has not yet been established. Action has been carried forward in 2023-26 Action Plan (See ECR2.1) and this will support additional signposting specifically for Research Staff.</p> | *CEDARS 2023: 49% agree that they are familiar with mechanisms to report incidences of misconduct (50% in CEDARS 2021); 63% would feel comfortable reporting incidents and 67% trust the institution to investigate reported incidents and take appropriate action. The CEDARS data 2023 shows no change from 2021. An action is included in Action Plan 2023-26 to integrate training on research integrity into the Researcher Development Programme (See EC15/ECM2.1) |
| ECR3 | Take positive action towards maintaining their wellbeing and mental health | No new action has been identified. | | | | Whilst the results of the Work and Wellbeing Survey in 2023 show Research Staff agreeing that their manager takes an interest in their wellbeing to a greater extent than the rest of the University, there is a shift in responses in the CEDARS 2023 from 2021 regarding Research Staff agreeing that they take positive action to maintain their mental health and wellbeing. This will continue to be monitored and action will be taken in the Action Plan 2023-26 (See ECR3) to strengthen communication to Research Staff about how to support their own wellbeing and mental health. | CEDARS 2023: 58% of Research Staff agree that they take positive action to maintain their mental health and wellbeing (compared with CEDARS 2021: 78%). |

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| ECR4 | Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct | Create clear guidance on the expected standards of behaviour at Bath, including signposting of how to report incidences of poor behaviour, within the Researcher Development Hub (see PCDR1) | CEDARS 2023: >70% RS are familiar with mechanisms to report incidences discrimination or bullying & harassment (up from ~50%) | Jun-23 | RDM | <p>There has been a strengthening of our approach to ethics. In April 2023 a new integrated system was launched. The Research Governance and Compliance Team have set up a training programme to support staff.</p> <p>“Be The Change Tackling Harassment” is a compulsory online module that has been introduced for all staff to complete and forms part of the compulsory training for new staff.</p> <p>The Researcher Development Hub has not yet been established. Action has been carried forward in 2023-26 Action Plan (See ECR2.1) and this will support additional signposting specifically for Research Staff.</p> | <p>CEDARS 2023: 56% are familiar with mechanisms to report incidences discrimination or bullying & harassment (up from ~50% in CEDARS 2021). Around 1/3 of Research Staff are not familiar with mechanisms to report incidences discrimination or bullying & harassment and 8% "didn't know".</p> <p>Action will be taken in the Action Plan 2023-26 to increase the number of Research Staff reporting that they are familiar with how to report incidences (See ECI4, ECM3.1, ECR3.1)</p> |
| ECR5 | Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution | See ECR1 | CEDARS 2023 response rate >40% (up from 21%); | Jun-23 | RDM | <p>The RSWG continues to increase its membership to ensure RS representation across the University. All faculties are now represented by at least two RS members, and three out of the top four departments with the highest numbers of RS are now represented. [Ongoing activity to ensure representation of the RSWG across all Faculties and to maintain its membership]</p> <p>There is RS representation on relevant departmental committees, including research, health and safety, and EDI, in 13 out of 16 departments. Additionally, there has been RS representation on the Athena Swan University Self-Assessment Team, University Research and Knowledge Exchange Committee, Climate Action Framework Research Sub-Group and Research Culture Working Group during this period. [No further action]</p> | <p>CEDARS 23 response rate was 27% (compared with 22% in CEDARS 21). RSWG membership will change in Autumn 2023 as staff have left the University or moved into academic roles. Action is being taken in the Action Plan 2023-26 to seek a new Chair and members, and to update the terms of reference of the RSWG (See ECR5.4).</p> |
| Employment | | | | | | | |
| Institutions must: | | | | | | | |

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| EI1 | Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices | No new action has been identified. | | | | <p>The University has comprehensive guidance on recruitment policies and processes, including standard job descriptions for academic posts at all levels.</p> <p>The Textio service is provided for all staff who are recruiting to ensure that they attract a wider pool of talent.</p> <p>Guidance on selection and recruitment including Chair and interview panel requirements is provided.</p> <p>All Chairs and those involved in shortlisting must complete the University Recruitment and Selection training.</p> | CEDARS 2023: 83%, 78%, 81% of researchers who had been recruited in the last two years agree that the recruitment, selection and appointment was fair, inclusive and transparent, respectively. 85% of Research Staff agreed it was merit based. |
| EI2 | Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position | Integrate and update 'Induction for Research Staff' guidance pages into the Researcher Development Hub (see PCDR1) | (1) >50% new staff access Induction resources in the Researcher Development Hub; (2) CEDARS 2023: >70% say institutional induction was useful | (1) Jan-23; (2) Jun-23 | RDM | The Researcher Development Hub has not yet been established. Action has been carried forward in the 2023-26 Action Plan (See ECR2.1). | CEDARS 2023: 74% of Research Staff were offered a department/ faculty induction. 46% Research Staff agree that their departmental level induction was useful, 29% felt that institution level induction was useful, with 27% reporting that they were not offered an institution level induction. Induction has been identified as a key priority for the Action Plan 2023-26 by the Research Staff Working Group (See EI2). |
| 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) Case studies of recently promoted academic staff at different levels are published prominently on webpages highlight their contribution to people management | (1) At least six promotion case studies produced and published on the staff intranet. Schedule in place for updating case studies annually; (2) CEDARS 2023: >70% researchers believe that the institution has equitable opportunities for career progression. | (1) Sep-22 (2) Jun-23 | DD of WD, PVC(R) | <p>(1) A number of successful promotee profiles were published up to Dec 2019, but recent steer from our comms department about dissatisfaction they had picked up from people who were not selected for such highlighting means that we have reverted to simply informing of all successful cases. This action will not be taken forward but will be superseded by the action below.</p> <p>(2) Target was not achieved. The current Career Progression in Education and Research document that describes promotion criteria makes it clear that from SL and higher the management and development of colleagues is a source of evidence that contributes to a successful promotion case. Action being taken by the RSWG in the Action Plan 2023-26 (See EI3.1) to improve communication regarding promotion for Research Staff. [Action ongoing]</p> | CEDARS 2023: change in terminology to career advancement. 35% of Research Staff agreed there was equitable opportunities for career advancement, 39% disagreed and 22% didn't know. 50% didn't know if promotions were made based on merit and 55% disagreed that promotion pathways and processes were clear. 47% agreed and 45% disagreed that the institution treated them fairly in relation to career advancement opportunities. 42% agreed that they were appropriately recognised for their contributions to their institution: 42% disagreed. Promotion clarity and communications was a gap |

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| | | | | | | | identified by the Research Staff Working Group and is being taken forward as one of two priority areas in which the Group will focus in the Action Plan 2023-26 (See EI3.1). |
| EI4 | Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent | Develop additional support for managers focused on performance as managers as well as on managing performance, including creating communities of practice within faculties, to build confidence in managing performance and teams | (1) Pilot Managing Researchers programme with cross-faculty representation completed; (2) Feedback from pilot used to improve and promote training to all managers; (3) communities of practice established within all faculties | (1) Feb-22 (2) May-22 (3) Dec-22 (4) Jun-23 | RDM, WDM | Programme developed and advertised. Failed to gain traction with pilot audience and data for this is not available due to a change in staff. The University has continued to offer People Management Curriculum through the period as an alternative. [No further action] | CEDARS 23: 58% Research Staff managers report that they are not confident with dealing with poor performance (up from 46% in 2021). This gap in managers confidence to deal with poor performance will be addressed in the Action Plan 2023-26 (See PCDM5.1). |
| EI5 | Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation | (1) Explore the possibility of introducing criteria within academic promotion processes that recognise contributions to the career development and leadership of others, and other collegiality roles via focus groups | (1) Use focus group feedback to produce recommendations to changes in criteria and processes, e.g., how development of others is accounted for; (2) CEDARS 2023: >50% researchers believe that the University mostly or more values the contributions they make to developing researchers | (1) Feb-23 (2) Jun-23 | DD of WD, PVC(R) | Focus group work on "non-promotable tasks" has resulted in recommendations that have been considered at the Staff Experience Board. Professorial Pay has been redesigned to include explicit criteria around supporting colleagues if a pay increase is to be granted [https://www.bath.ac.uk/publications/professorial-remuneration-procedure/attachments.bho/professorial-remuneration-pay-band-descriptors.pdf] [No further action] A Generous Leadership Pilot Programme was run for professors in the Faculty of Engineering and Design with the focus on "letting down the ladder now that you have climbed the greasy pole". It is now being extended to the next tier of academic leaders in the Faculty and moved into other faculties. [No further action] | CEDARS 2023: 21% Research Staff felt that the institution mostly or fully values the contributions made to the development of Research Staff, 21% didn't know and 36%, felt it was not applicable to them. This gap will be addressed in the new Action Plan 2023-26 (See EI5.1). |

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| 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) Working group to be established with the brief of making recommendations to improve career progression for researchers and reduce the use of fixed term contracts for these roles; (2) Working group to lead actions to gain agreement from UEB and to implement recommendations | (1) Deliverable recommendations put forward to Director of HR and signed off by UEB; (2) i. Recommendations implemented; (2) ii. Report of career progression of RS staff and progression produced and reviewed annually; (2) iii >80% of RS on FTC report that support for career progression is good/very good in biennial AS survey | (1) Dec-22 (2) July-23 | DD of WD, DD of HR | (1) and (2) Worked through ideas with trades unions rather than utilising a focus group approach. This resulted in an agreement launched in March 2023 with the specific aim of reducing job insecurity. In parallel launched pilot work with research groups of moving a selection of researchers onto open-ended contracts despite salaries coming from grant income, thereby breaking the connection between a particular piece of funding and a job. This latter pilot will be both scaled up and evaluated through to July 2025 when decisions on the approach will be confirmed. [Action has been superseded by new ongoing activity - see Action Plan 2023-2026, EI6]. | 13 Research Staff so far moved onto Open Ended Contracts by September 2023 and new action developed for Action Plan 2023-26 to continue with pilot project (See EI6.1). |
| 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 | Improve engagement of managers of researchers with universities policies and up-to-date practices by creating monthly 'Managing Researchers' emails that include signposting to appropriate guidance and support and showcasing examples of good practice. | (1) Managing Researchers email launched; (2) >50% open rate maintained | (1) Oct-21 (2) Oct-22 | | Managing Researchers Programme failed to get traction to which this action was linked. Understanding why/the needs of PIs in relation to supporting Research Staff will be explored in the Academic Talent Initiative and in the development of the Postdoc Academy, in the Action Plan 2023-26 (See EM4 and PCDI1.1) [Action ongoing]. All managers of researchers have been included in the twice monthly email to all Research Staff. [No further action] | |
| Funders must: | | | | | | | |
| EF1 | Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies | Not applicable. | | | | | |
| EF2 | Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and | Not applicable. | | | | | |

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| | 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 | Not applicable. | | | | | |
| EF4 | Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels | Not applicable. | | | | | |
| Managers of researchers must: | | | | | | | |
| EM1 | Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care | See E14 | CEDARS 2023: >75% managers confident with dealing with poor performance (up from 46%). | Jun-23 | RDM, WDM | New information on recruitment/interviews, mental health & wellbeing, and a new Management Curriculum has been widely publicised to all managers and targeted emails to managers of researchers have highlighted these changes. [No further action] | CEDARS 2023: 82% of Research Staff report that their manager clearly articulates the expectations of the role (up from 68% in 2021), 76% agree their manager gives clear, constructive, timely feedback (62% in 2021); 74% agree their manager supports them to develop their research identity and in their broader career aspirations (60% in 2021). Additionally, 98% managers are confident in acknowledging good performance & providing feedback. 41% managers are confident with dealing with poor performance and 58% report that they are not confident (up from 46% in 2021). There is a gap in managers' confidence to deal with poor performance which will be addressed in the Action Plan 2023-26 (See PCDM5.1). |

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| EM2 | Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding | No new action has been identified. | | | | <p>The University has recently created a section of the website 'Research Policy and Governance' (https://www.bath.ac.uk/topics/research-policy-and-governance/) to bring together relevant internal and external policies and governance that may have an impact on Research Staff and/or their research.</p> <p>Gap Analysis for the Concordat to Support Research Integrity was conducted, which concluded that the University is fully compliant. The ethical review process was revised, and research ethics and integrity webpages were updated to ensure clarity of processes, and a dedicated mailbox for RE&I questions has been created. Annual statement on research integrity is published on the University webpages.</p> | CEDARS 2023: 75% researchers agree that the institution promotes the highest standards of research integrity. |
| EM3 | Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers | No new action has been identified. | | | | <p>The University has comprehensive guidance on recruitment policies and processes, including standard job descriptions for academic posts at all levels.</p> <p>The Textio service is provided for all staff who are recruiting to ensure that they attract a wider pool of talent.</p> <p>Guidance on selection and recruitment including Chair and interview panel requirements is provided.</p> <p>All Chairs and those involved in shortlisting must complete the University Recruitment and Selection training.</p> | CEDARS 2023: 95% managers report being confident in using inclusive equitable and transparent recruitment processes. |
| EM4 | Actively engage in regular constructive performance management with their researchers | See E14, PCD12 | CEDARS 2023: 90% managers feel confident to manage appraisal/review processes (up from 77%); >75% managers confident with dealing with poor performance (up from 46%). | | RDM, LODM | <p>Managing Researchers Programme failed to get traction. Understanding why/the needs of PIs in relation to supporting Research Staff will be explored in the Academic Talent Initiative and in the development of the Postdoc Academy, in the Action Plan 2023-26 (See EM4 and PCD11.1) [Action ongoing]</p> <p>Career conversations guide has been published. Whilst the CEDARS 23 results are positive in most cases, there is a gap in the confidence of managers to manage poor performance (41%) which shows a decline in this area. Action will be taken in the Action Plan 2023-26 (See PCDM5.1). [Action ongoing]</p> | CEDARS 2023: 88% managers report being confident to manage the appraisal/review processes effectively; 92% are confident in providing effective feedback to individual staff; 98% acknowledge good performance. |

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| EM5 | Engage with opportunities to contribute to relevant policy development within their institution | No new action has been identified. | | | | We will continue to seek feedback and contributions from managers through CEDARS 2023, and EC16, EI4, and EI7. | 42% of all managers of researchers responded to CEDARS 2023, up from 20% in 2020 but not as high as in 2021 (58%). These data have been instrumental in identifying key priorities and developing this action plan. |
| Researchers must: | | | | | | | |
| ER1 | Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder | No new action has been identified. | | | | <p>The University has recently created a section of the website 'Research Policy and Governance' (https://www.bath.ac.uk/topics/research-policy-and-governance/) to bring together relevant internal and external policies and governance that may have an impact on Research Staff and/or their research.</p> <p>Gap Analysis for the Concordat to Support Research Integrity was conducted, which concluded that the University is fully compliant. The ethical review process was revised, and research ethics and integrity webpages were updated to ensure clarity of processes, and a dedicated mailbox for RE&I questions has been created.</p> <p>Annual statement on research integrity is published on the University webpages.</p> | CEDARS 2023: 75% researchers believe that the institution promotes the highest standards of research integrity. |
| ER2 | Understand their reporting obligations and responsibilities | Create clear guidance on the expected standards of behaviour at Bath, including signposting of how to report incidences of poor behaviour, within the Researcher Development Hub (see PCDR1) | CEDARS 2023: >70% RS are familiar with mechanisms to report incidences discrimination or bullying & harassment (up from ~50%) | Jun-23 | RDM | Due to changes in staff the Researcher Development Hub has not been developed in 2023. This action has been absorbed into the development of a new webpage in the short term (early 2024) and into the development of a Postdoctoral Academy in 2024/25 (See Action Plan 2023-26 ECI2.1 and PCDI1.1). | CEDARS 2023: 72% Research Staff are familiar with mechanisms to report incidences discrimination or bullying & harassment (up from ~50%). |
| ER3 | Positively engage with performance management discussions and reviews with their managers | Create case studies/best practice examples on Researcher Development Hub of the value of the performance review with their manager. | CEDARS 2023: 75% RS report having a career development review with their manager (up from 62%). | Jun-23 | RDM, RSWG | Due to changes in staff, the Researcher Development Hub has not been developed in 2023. This action has been absorbed into the development of a new website in the short term (early 2024) and into the development of a Postdoctoral Academy in 2024/25 (See Action Plan 2023-26 ECI2.1 and PCDI1.1). | CEDARS 2023: 83% agree that their manager clearly articulates their expectations with respect to their role and performance; 84% agree that their manager sets expectations and objectives appropriate to their role; 76% agree that their manager provides clear, constructive and timely feedback on my performance. 80% agree that their manager/ supervisor encourages them to engage in personal and career development activities and 57% |

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| | | | | | | | <p>agree that they encourage them to consider a wide range of future career options within and beyond academia.</p> <p>However, CEDARS 23 also showed that only 26% of Research Staff have had a regular career development discussion, but when they did have them, 95% said they were useful (compared with 78% in 2021). Increasing engagement from managers with career discussions will be built into new Enhancing Research Culture Funded Project: "Changing Expectations: Transforming Careers" (See Action Plan 2023-26 PCDI2).</p> |
| ER4 | Recognise and act on their role as key stakeholders within their institution and the wider academic community | No new action has been identified | | | | <p>The RSWG continues to increase its membership to ensure RS representation across the University. All faculties are now represented by at least two RS members, and three out of the top four departments with the highest numbers of RS are now represented.</p> <p>There is RS representation on relevant departmental committees, including research, health and safety, and EDI, in 13 out of 16 departments. Additionally, there has been RS representation on the Athena Swan University Self-Assessment Team, University Research and Knowledge Exchange Committee, Climate Action Framework Research Sub-Group and Research Culture Working Group during this period.</p> | <p>CEDARS 23: 52% Research Staff agree that they are recognised for their skills and contributions to the University community.</p> |
| Professional and Career Development | | | | | | | |
| Institutions must: | | | | | | | |

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| 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 | Promote institutional support for the engagement in a minimum of 10 days professional development for Research Staff by (1) creating guidance and case studies on 'What does professional development look like for Research Staff' and 'How can this benefit me as a researcher and/or manager.' (2) updating the Code of Practice for Employment of Research Staff to include specific language about expectations for engagement with 10 days professional development; and (3) updating annual appraisal forms to include questions about using the 10 days professional development | CEDARS 2023: 75% RS have taken >3 days CPD per year; 25% have taken 10 or more days (up from 11%) | (1) Apr-22 (2) July-22 (3) Apr-23 | DD of HR, RDM | (1-3) Actions not completed due to changes in staff. All actions to be carried forward to the Action Plan 2023-26 through the "Reimagining the Postdoctoral Experience" (See PCDI1.1) and (PCDI1.2-1.4). | CEDARS 2023: 36% RS have taken >3 days CPD per year; 8.3% have taken 10 or more days, on training and CPD activities. Further gap analysis with the RSWG identified recruitment and onboarding communications which can highlight the Concordat principles. These actions have been included in the Action Plan 2023-26 (See PCDR1.1 and PCDR1.2). |
| PCDI2 | Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers | Update careers conversation guide to include advise on how to have honest conversations about what is required for next steps, job prospects in academia | (1) Guide has been updated and circulated to PIs; (2) 70% of PIs consulted feel the guide provided useful advice on how to conduct a careers conversation; (3) CEDARS 2023: 50% RS have a clear career development plan (up from 25%) and 50% RS state that they have a formal career development review with their manager (up from 25%). | (1) Nov-21 (2) Jun-22 (3) Jun-23 | DD of WD, RCDA | (1) and (2) Guide up to date, but ongoing queries about the effectiveness of the approach. [No further action]. There will be new initiatives being started to further reflect on efficacy and improvement from September 2023. (3) Increase in the number of research staff with a career development plan (40%) but failed to reach target of 50%. Increasing engagement from managers will be built into new Enhancing Research Culture Funded Project: "Changing Expectations: Transforming Careers" (See Action Plan 2023-26 PCDI3.1) [Action ongoing] | CEDARS 2023: 40% of Research Staff agreed that they had a clear career development plan (up from 26% in CEDARS 2021). However, only 26% have had a formal career development review with their manager. This shows the important role that central university support for career development plays beyond that which the manager offers (50 career development discussions/per annum and invitation at induction to participate in career discussion 1-1s with a career specialist). |

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| PCDI3 | Ensure that researchers have access to professional advice on career management, across a breadth of careers | Complete First Steps into Teaching online module for PGRs and PDRAs who teach and promote this in all departments as recommended training for non-academic staff who teach at the university | HoD survey 2022: >50% departments have used this resource as required training for non-academic staff before they teach; 20% increase in AFHEA applications from PDRAs in 2022 | Jan-23 | ASDM, RDM | This hasn't been achieved. There is an action in the Action Plan 2023-26 to strengthen the role of Departmental Research Staff Coordinators (or equivalent) in each department where there are Research Staff. This will enable greater consistency across the departments towards support for Research Staff (See Action Plan 2023-26 PCDM3). | HODs Survey 2023: 3/11 Departments are using the "First Steps into Teaching" module. |
| PCDI4 | Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills | Create clearer guidance for the eligibility of postdoctoral researchers to become Co-Investigators on grants, where the funders allow this. | Consultation undertaken with support from HoDs and RSWG: 80% of RS and HoD who take part in consultation agree that this process provides increased clarity on the process of determining eligibility | Apr-22 | HPA, PVC(R) | New guidance for the eligibility of postdoctoral researchers to become Co-Investigators on grants was piloted in one department with the support of the Research Staff Network, with it being scheduled to be endorsed by URKEC in Spring 2022. Complexity of eligibility has not allowed progress towards guidance and clarity of process, as anticipated. This action is being carried forward into the Action Plan 2023-26 (See PCDI4.2). [Action ongoing] | |
| 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 | Create opportunities to connect Research Staff with mentors beyond academia, either through existing mentoring/connection schemes or creating a new scheme | (1) Focus group on RS use of Bath Connections; (2) recommendation from focus group used to design best way to create mentoring support beyond academia for RS | (1) Aug-22 (2) Dec-22 | RDM, ART | In May 2022 'Researcher Careers Month' saw a combination of workshops, panel events and bespoke 1:1s developed for Research Staff. [No further action]. A structured 'Careers Beyond Academia' programme was piloted for PGRs and Research Staff in January-June 2023. This six-session programme focussed on careers beyond academia and included invited external speakers. [No further action]. | |
| PCDI6 | Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews | See PCDR1 | | | | Whilst the success measure was reached (51%) for career development plans, the reported up take of the 10 or more days CPD is low (8.3%) and is below the sector benchmark (16%). New actions will be taken forward in the 2023-26 action plan to establish a Postdoc Academy as a knowledge and resource hub (See Action Plan 2023-26 ECI2.1 and PCDI1.1). [Action ongoing] | |
| Funders must: | | | | | | | |
| PCDF1 | Incorporate specific professional | Not applicable. | | | | | |

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| | 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 | Not applicable. | | | | | |
| 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 | Not applicable. | | | | | |
| Managers of researchers must: | | | | | | | |
| PCDM1 | Engage in regular career development discussions with their researchers, including holding a career development review at least annually | Update careers conversation guide to include advise on how to have honest conversations about what is required for next steps, job prospects in academia | (1) Guide has been updated and circulated to PIs; (2) 70% of PIs consulted feel the guide provided useful advice on how to conduct a careers conversation; (3) CEDARS 2023: 50% RS report having a career development review with their | (1) Nov-21 (2) Jun-22 (3) Jun-23 | DD of WD, RCDA | (1) and (2) Guide up to date, but ongoing queries about the effectiveness of the approach. (3) CEDARS 23 feedback suggests the quality of the discussions have improved but the number of staff receiving them has remained unchanged in the 2021-23 period. New initiatives being started to further reflect on efficacy and improve from September 2023. Increasing engagement from managers will be built into new Enhancing Research Culture Funded Project: "Changing Expectations: Transforming Careers" (See Action Plan 2023-26 PCDI3.1). [Action ongoing] | CEDARS 23: 95% managers are confident in actively supporting their researchers in working towards their career aspirations. 26% Research Staff have a regular career development discussion, 95% said they were useful (compared with 78% in 2021). Work and Wellbeing Survey 2023 suggests that Research Staff agree that "my manager supports my career development", and this is a |

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| | | | manager (up from 25%). | | | | higher average rating than that for the rest of the university. |
| PCDM2 | Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments | See PCDI5 | CEDARS 2023: 70% RS agree that their manager encourages a wider range of future career options within and beyond academia (up from 53%) | Jun-23 | RDM, ART | In May 2022 'Researcher Careers Month' saw a combination of workshops, panel events and bespoke 1:1s developed for Research Staff. A structured 'Careers Beyond Academia' programme was piloted for PGRs and Research Staff in January-June 2023. This six-session programme focussed on careers beyond academia and included invited external speakers. [No further action]. | CEDARS 23: 57% Research Staff agree that their manager/supervisor encourages them to consider a wide range of future career options within and beyond academia. (79% agree that their manager supports them with their broader career aspirations and 43% Research Staff agree that they have knowledge of the range of future career opportunities available to them, 40% disagree). With changes to the Careers Service, there is a gap in support for Research Staff. New action will be taken through the Enhancing Research Culture Project: "Changing Expectations: Transforming Careers" in the Action Plan 2023-26 (See PCDI3.1). |
| PCDM3 | Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development | See PDCI1 | CEDARS 2023: >80% RS agree that their manager encourages them to engage in personal and career development activities (up from 70%) | Jun-23 | DD of HR, RDM | The Concordat to Support the Career Development of Researchers is written into the recent March 20223 agreement with UCU on secure academic jobs. [No further action]. PDCI1 Actions not completed due to changes in staff. All actions to be carried forward to the Action Plan 2023-26 through the "Reimagining the Postdoctoral Experience" (See PCDI1.1). | CEDARS 23: 80% Research Staff agree that their manager/supervisor encourages them to engage in personal and career development activities. Further gap analysis with the RSWG identified recruitment and onboarding communications which can highlight the Concordat principles. These actions have been included in the Action Plan 2023-26 (See PCDR1.1 and PCDR1.2). |

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| PCDM4 | Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours | See PCDI4 | (1) Consultation undertaken with support from HoDs and RSWG: 80% of RS and HoDs who take part in consultation agree that this process provides increased clarity on the process of determining eligibility; (2) CEDARS 2023: 60% managers of RS are aware of updated guidance and process of supporting their RS to apply. | Apr-22 | HPA, PVC(R) | (1) New guidance for the eligibility of postdoctoral researchers to become Co-Investigators on grants was piloted in one department with the support of the Research Staff Network, with it being scheduled to be endorsed by URKEC in Spring 2022. Following feedback from Research Staff who have worked to Co-I on proposals, we will work to improve, simplify, and clarify our processes and guidance to improve research staff inclusion. This activity is being taken forward as a high priority within the University's Research Culture Strategy and the corresponding Plan 2024/25 [Action ongoing]. (2) New institutional question was needed to be added to CEDARS. This action wasn't taken forward again due to a change in staff. This action is being carried forward into the Action Plan 2023-26 (See PCDI4.2 and PCDM 4.3). [Action ongoing]. | |
| PCDM5 | Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development | See E14 | CEDARS 2023: >75% managers confident with dealing with poor performance (up from 46%). | Jun-23 | RDM, WDM | Whilst training has been provided and continues to be accessed, there is a gap in the confidence of research managers to deal with poor performance. Building on the Future Leaders Fellowships Development Network's Leaders in Learning Legacy, is an opportunity to strengthen leadership development. This will be a new action in Action Plan 2023-26 (See PCDM5.2). [Action ongoing]. | CEDARS 23: 53% managers have taken leadership training, 37% in leading a research group and 35% in managing staff performance. 41% managers are confident in dealing with poor performance: 58% are not confident. |
| Researchers must: | | | | | | | |
| PCDR1 | Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year | Create an online Researcher Development Hub that centralises support and training available for Research Staff, including a self-directed interactive skills assessment tool that signposts Research Staff to appropriate resources, training or other support offered by the university | CEDARS 2023: 50% RS have a clear career development plan (up from 25%); 25% have taken 10 or more days of CPD per year (up from 11%) | Dec-21 | RDM, RCDA | Researcher Development Hub was not introduced due to staffing in 2022/23. New actions will be taken forward to establish a Postdoc Academy as a knowledge and resource hub (See Action Plan 2023-26 EC12.1 and PCDI1.1). Whilst the success measure was reached (51%) for career development plans, the reported up take of the 10 or more days CPD is low (8.3%) and is below the sector benchmark (16%). | CEDARS 2023: 51% Research Staff have a clear career development plan. 36% Research Staff have taken >3 days CPD per year; 8.3% have taken 10 or more days, on training and CPD activities. The Action Plan 2023-26 will look to address this through improved communication, induction and recruitment practice (See PDCI1.1, EC11.2, PCDR1.1 and PCDR1.2). |

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| PCDR2 | Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments | See PCD15 | CEDARS 2023: 40% RS report having experience in another employment sector (up from 22%, with 60% saying they would like to in CEDARS 2021). | Jun-23 | | Postdoc Appreciation Week in 2022 and 2023 saw presentations to Research Staff encouraging them to take consultancy opportunities in order to experience another sector. The Enhancing Research Culture Project: "Changing Expectations: Transforming Careers" in the 2023-26 Action Plan will build on the support and guidance available to Research Staff on the University of Liverpool "Prosper" website resource (See PCDI3.1) [Action ongoing]. | CEDARS 2023: 12% Research Staff report having experience in another employment sector, 54% would like to do this. |
| PCDR3 | Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications | See PCDR1 | CEDARS 2023: 50% RS have a clear career development plan (up from 25%) | Jun-23 | RDM, RCDA | In addition to the ongoing offer of careers guidance appointments, the Researcher Career Development Adviser has been running monthly 'drop-in' sessions for Research Staff throughout 2020-21, particularly focusing on careers planning during/after COVID19. These have received excellent feedback. Further, 61% of Research Staff now registered with the Careers Service System. [No further action] | CEDARS 2023: 51% Research Staff have a clear career development plan. Target was achieved. |
| PCDR4 | Positively engage in career development reviews with their managers | Create case studies/best practice examples on Researcher Development Hub of the value of a career development review with their manager. | CEDARS: 50% RS state that they have a formal career development review with their manager (up from 25%) | Jun-23 | RDM, RSWG | Due to changes in staff the Researcher Development Hub has not been developed in 2023. This action has been absorbed into the development of a new webpage in the short term (early 2024) and into the development of a Postdoctoral Academy in 2024/25 (See Action Plan 2023-26 ECI2.1 and PCDI1.1). | CEDARS 2023: 26% Research Staff have a regular career development review (CDR). 95% of those who had a CDR said they were useful (78% in 2021). Completion rates for the review are the same as for the CEDARS 2021 results. |
| PCDR5 | Seek out, and engage with, opportunities to develop their research identity and broader leadership skills | See PCDR1 | CEDARS 2023: 30% RS report undertaking Leadership training (up from 18%, with 65% stating a desire to in CEDARS 2021) | | | Continued to offer access to opportunities to enable development in leadership and research identity: GW4 Crucible; British Academy ECR Network Seed funding; Academic Career Academy; Leadership in Action. Action on new Leadership Programme being taken forward in Action Plan 2023-26 (See PCDI4.1). [Action ongoing]. | CEDARS 2023: 19% Research Staff report undertaking Leadership training (with 60% stating a desire to do so). Since 2017, 82 Research Staff have attended the ACA inclusive of the 2022 cohort to prepare Research Staff for a lectureship. We have offered 18 places on Leadership in Action since 2021. |

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| PCDR6 | Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation | Create case studies/best practice examples on Researcher Development Hub of the value of engaging with different aspects of the research system and how to do this at Bath. | CEDARS 2023: >30% RS have engaged with one or more of the following aspects of the research system: knowledge exchange, public engagement, citizen science, institution/policy decision making (up from <18% in all cases). | Jun-23 | RDM, RSWG | Due to changes in staff the Researcher Development Hub has not been developed in 2023. This action has been absorbed into the development of a new webpage in the short term (early 2024) and into the development of a Postdoctoral Academy in 2024/25 (See Action Plan 2023-26 ECI2.1 and PCDI1.1). | CEDARS 2023: Research Staff have engaged in the following knowledge exchange 25%, public engagement 20%, citizen science 3%, institution/policy decision making 3%. |
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* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Abbreviations:

ACA: Academic Career Academy
ART: Alumni Relations Office
ASDM: Academic Staff Development Manager
CDR: Career Development Review
CEDARS: Culture, Employment and Development in Academic Research Survey
CoP: Code of Practice
CPD: Continuing Professional Development
DDHR: Deputy Director of Human Resources
DDWD: Deputy Director of Workforce Development
DRSC: Departmental Research Staff Coordinator
ECR: Early Career Researcher
EDI: Equality, Diversity and Inclusion
ER: Education and Research
HoC: Head of Communications
HoD: Head of Department
HPA: Head of Pre-Award
HRD: Head of Research Development
HRII: Head of Research Information & Impact
HSS: Humanities and Social Sciences
LODM: Learning & Organisational Development Manager
ONS: Office for National Statistics
PGR: Post-graduate Researchers
PVCR: Pro-Vice Chancellor Research
RCDA: Researcher Career Development Adviser
RDM: Research Development Manager
RE&I: Research Ethics and Integrity
RIS: Research and Innovation Services
RS: Research Staff
RSWG: Research Staff Working Group
RDM: Researcher Development Manager
SL.: Senior Lecturer
URKEC: University Research and Knowledge Exchange Committee
USAT: University Self-Assessment Team