

## HREinR Action Plan (2021-2023)



UNIVERSITY OF  
**BATH**



HR EXCELLENCE IN RESEARCH

Details				
<b>Institution name:</b>	University of Bath	<b>The institutional audience* for this action plan includes:</b>		
<b>Cohort number:</b>	Three	<b>Audience (beneficiaries of the action plan)</b>	<b>Number of</b>	<b>Comments</b>
<b>Date of submission:</b>	24th September 2021	Research Staff	~330	Including Research Assistants, Research Associates, and Research Fellows (Grades 5-8)
<b>Institutional Context</b>	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.	Research and Teaching Staff	~1100	This includes all staff on the Education and Research Job Family, of which ~200 are managers of research staff

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
<b>Environment and Culture</b>							
<b>Institutions must:</b>							
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	(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.  (2) Reporting on submissions delayed due to changes in staff and exploration of reporting tools. Action is taken over to 2023-26 Action Plan (See ECI1.3).	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	The University has recently created a section of the website 'Research Policy and Governance' ( <a href="https://www.bath.ac.uk/topics/research-policy-and-governance/">https://www.bath.ac.uk/topics/research-policy-and-governance/</a> ) to bring together relevant internal and external policies and governance that may have an impact on Research Staff or their research.  (1) An action will be taken 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.  (2) Success measure met.	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				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.	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%

	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&amp;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).

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 five research culture pillars and implemented in 2024/25 to ensure we take a joined-up approach.	
<b>Funders must:</b>							
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.					

	and working conditions						
<b>Managers of researchers must:</b>							
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&amp;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.

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.
<b>Researchers must:</b>							

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	Research Staff Networks set up in Faculties of Engineering and Design, and Humanities and Social Sciences, and Departments of Chemistry and Life Sciences.]  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 in the Action Plan 2023-26 (See PCD11.1).	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. RSWG will lead a project to look at induction and include an understanding of the sense of welcome that newer researchers experience.
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	The Researcher Development Hub has not yet been established. Action has been taken forward for this to be included in 2023-26 Action Plan (See ECR2.1).  The University has launched in 2022/23 BeTheChange campaign for staff and students. There is a mandatory Research Integrity online course, and the Investigation of Research Misconduct Process is published on the University of Bath website. Signposting to these will be included in the 2023-2026 Action Plan (See ECI2.1).	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. No change here from 2021, so an action will be 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 to strengthen communication to Research Staff about how to support their own wellbeing and mental health (See ECR3).	CEDARS 2023: 58% of Research Staff agree that they take positive action to maintain their mental health and wellbeing (compared with CEDARS 2021: 78%).

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>	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". 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)
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.</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>	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).
<b>Employment</b>							
<b>Institutions must:</b>							
E11	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	Researcher Development Hub has not been set up because of staff resourcing.	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>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.</p> <p>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.</p> <p>Action being taken by the RSWG in the Action Plan 2023-26 (See EI3.1) to improve communication regarding promotion for Research Staff.</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 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. Continued to offer People Management Curriculum through the period as an alternative.	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]  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.	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).
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	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.	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)  All managers of researchers are included in the twice monthly email to all Research Staff.	
<b>Funders must:</b>							
EF1	Include requirements which support the	Not applicable.					

	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	Not applicable.					
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.					
<b>Managers of researchers must:</b>							

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.	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).
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' (<a href="https://www.bath.ac.uk/topics/research-policy-and-governance/">https://www.bath.ac.uk/topics/research-policy-and-governance/</a>) 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&amp;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, PCDI2	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 PCDI1.1)</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).</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.
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, E14, and E17.	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.
<b>Researchers must:</b>							

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' (<a href="https://www.bath.ac.uk/topics/research-policy-and-governance/">https://www.bath.ac.uk/topics/research-policy-and-governance/</a>) 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&amp;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	<p>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).</p> <p>Increasing engagement from managers will be built into new Enhancing Research Culture Funded Project: "Changing Expectations: Transforming Careers" (See Action Plan 2023-26 PCDI2).</p>	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% agree that they encourage them to consider a wide range of future career options within and beyond academia. 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).
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>	CEDARS 23: 52% Research Staff agree that they are recognised for their skills and contributions to the University community.
<b>Professional and Career Development</b>							
<b>Institutions must:</b>							
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	<p>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).</p> <p>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).</p>	CEDARS 2023: 36% RS have taken >3 days CPD per year; 8.3% have taken 10 or more days, on training and CPD activities.

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) Guide up to date, but ongoing queries about the effectiveness of the approach. 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).	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).
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	HODs Survey 2023: 3/11 Departments are using the "First Steps into Teaching" module.	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).
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).



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.  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.	
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	See PCDR1				Researcher Development Hub was not introduced due to staffing in 2022/23. 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).  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%).	
<b>Funders must:</b>							
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	Not applicable.					
PCDF2	Embed the Concordat Principles and researcher development into research assessment	Not applicable.					

	strategies and processes						
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.					
<b>Managers of researchers must:</b>							
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 manager (up from 25%).	(1) Nov-21 (2) Jun-22 (3) Jun-23	DD of WD, RCDA	Guide up to date, but ongoing queries about the effectiveness of the approach. 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).  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.	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 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 manger 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.	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	<p>The Concordat to Support the Career Development of Researchers is written into the recent March 20223 agreement with UCU on secure academic jobs.</p> <p>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).</p> <p>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).</p>	CEDARS 23: 80% Research Staff agree that their manager/ supervisor encourages them to engage in personal and career development activities.
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)	<p>(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. Complexity of eligibility has not allowed progress towards guidance and clarity of process, as anticipated.</p> <p>(2) New institutional question was needed to be added to CEDARS. This action wasn't taken forward again due to a change in staff.</p>	This action is being carried forward into the Action Plan 2023-26 (See PCDI4.2 and PCDM 4.3).

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).	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.
<b>Researchers must:</b>							
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 PCD11.1). 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 PDC11.1, EC11.2, PCDR1.1 and PCDR1.2).
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)	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.	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).	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.
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%.

\* 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