HRER Forwards Action Plan (2021-2023)

	Details	The institutional audience* for this action plan includes **(complete or delete, as appropriate)**:		
Institution name:	**University of Kent**	Audience (beneficiaries of the action plan)	**Number of**	**Comments**
Cohort number:	**9**	Research staff	237	
Date of submission:	**26/11/2021**	Postgraduate researchers	N/A	
Institutional context:	Kent is a large, multi-campus, high research-intensive and broad-discipline HEI undertaking a significant amount of excellent research within six newly established Divisions. The REF2021 submission reflects major strengths in research which affects positive social, environmental, and cultural change locally, regionally, nationally and globally, and Kent is proactive in many international research collaborations and networks. R&I priorities in the University of Kent Strategy 2025 include delivering two research 'super centres' to support our ambitions to grow and deepen our science base, investing in a number of Signature Research Themes, and increasing our external R&I income. The University is building an institutionally unified research culture that sets high expectations for R&I activity and provides the appropriate support for staff to achieve their potential. A 'researcher developer' approach has been adopted and professional services and academic colleagues support professional and career development across the academic lifecycle, from postgraduate to professor. Kent also continues to lead in supporting the next generation of researchers and seeks to grow its community of postgraduate researchers. ECRs are valued members of our research staff and we aim to support them to become international research leaders. The last 20 months have been challenging for the University community with the combination of a global pandemic and major institutional restructure resulting in an ongoing period of great uncertainty and change for all staff. Actions and deadlines included in this plan reflect this and some have been revised in light of continued uncertainty about how COVID will impact on both our ability to undertake research and to support researchers post-pandemic. **Please note that, with two exceptions _in purple^_, only core/critical actions, i.e. those most beneficial to researchers in the next two years, have been included in this plan. These include critical actions carried forward from both the Backwards Action Plan (2019-2021), _in red,_ and the Concordat Action Plan (July 2021-June 2022), _in bold red._**	Research and teaching staff	690	
		Teaching-only staff	N/A	
		Technicians	N/A	
		Clinicians	N/A	
		Professional support staff	N/A	
		Other (please provide numbers and details):	N/A	

	Obligation	**Action**	**Success measure (SMART)**	**Deadline**	**Responsibility**	**Progress update (to be completed for submission)**	**Outcome/ result**	**Action carried over from previous action plan?**		**Old Concordat principle and clause**
Environment and Culture										
Institutions must:										
ECI1	Ensure that all relevant staff are aware of the Concordat	**Develop new pages relating to the Concordat Principles in phase 2 of GRC website and SharePoint (SP) work.**	New web and SP content published to expand researcher knowledge and metrics/heat maps analysed to assess user engagement.	Jan 2022	GRC					New
			Awareness of and interaction with content measured by CEDARS 2023 bespoke question: 70% of staff who research to be aware of and 35% to have accessed the content. Interaction with content tracked via Google Analytics: data to show 50% increase in relevant page views within one year of content upload in Jan 2022.	May 2023	GRC					
				Jan 2023	GRC					
		Incorporate references to the Concordat in the forthcoming Moodle induction for researchers.	References included in the module to expand researcher knowledge and module engagement measured: 50% of new staff who research to have completed it by January 2023.	Jan 2022 Jan 2023	GRC, T&OD					
		Create PDF handbooks for research managers and researchers	Both handbooks published to expand researcher knowledge and details communicated via central and Divisional communication channels, including the GRC.	Jun 2022	GRC, GRC, Divisions					
		.	Awareness of and interaction with content measured by CEDARS 2023 bespoke question: 50% of relevant staff to be aware of and 25% have accessed the content.	May 2023	GRC					

HRER Forwards Action Plan (2021-2023)

ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	**RDAG to monitor institutional policies in relation to researchers via input from relevant teams (including HR, HRS&P, T&OD, RIS), EDI and the Divisions.**	**Annual reports containing relevant and/or requested content submitted to RDAG for consideration. Where necessary and practicable, recommendations made by RDAG to the Research & Innovation Board (RIB) to resolve any issues identified which affect researchers with outcomes communicated to them by the GRC.**	**Sep 2022 or earlier** **Oct 2022**	**RDAG, EDI, HR, RIS, T&OD, Divisions** **GRC**					P2.1 P6.8
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Deliver Postdoctoral Researcher (PDRA) Experience Lunches.	One face-to-face or virtual postdoc lunch or similar session delivered per term to support researchers and update them on relevant developments. Feedback evaluated and improvements made to subsequent delivery where practicable.	Jun 2022 Sep 2022	GRC GRC				New Action Plan 2020-2022, 22 (a,b)	P6.9
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Promote the existing mandatory EDI e-learning training.	Divisional and central reporting on EDI training used to identify and target Schools, Departments and Centres with low compliance rates via email and face-to-face communication in order to raise awareness of the requirement and how undertaking the training benefits researchers and the wider Kent community: 10% improvement in completion by staff who research per academic year.	Sep 2022	Divisions, T&OD, EDI				2017 Action Plan, 4f	P2.3
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity									P6.1
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	**Run CEDARS every two years.**	**CEDARS run biennially (next due in Apr/May 2023): completion by 15% of staff who research to enable the researcher voice to be more clearly heard.**	**May 2023**	**GRC**					P6.10 P7.5
		Run shorter survey in interim years targeting specific group(s) of staff or on specific issues.	**At least one shorter survey run in 2022: completion by 15% of staff who research to provide feedback on specific issues affecting researchers.**	**Dec 2022**	**GRC**					
		RDAG to request annual Divisional reports which focus on people, e.g. including information about communications activity, feedback from researchers, EDI, representation, the implementation of Concordat Principles, training, mentoring and RPD completion rates (if available to Divisions) and other relevant topics.	**Annual reports containing relevant and/or requested content submitted to RDAG for consideration. Where necessary and practicable, recommendations made by RDAG to the Research & Innovation Board (RIB) to resolve any issues identified which affect researchers with outcomes communicated to them by the GRC.**	**Sep 2022** **Oct 2022**	**Divisions, EDI, RDAG,** **GRC**					
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									P6.6

HRER Forwards Action Plan (2021-2023)

ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers								New
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions								P6.6
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								New
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct								New
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								P6.9
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers								New
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	**Seek regular feedback from researchers.**	Extent to which: a) contributions made to institutional policy and decision-making are valued by the University and b) researchers are encouraged by research managers to contribute monitored by CEDARS 2023 (bespoke question added if necessary) in order to encourage researchers to contribute further to policy development: targets for a) and b) are 40%, i.e. an 8% increase on the CEDARS 2021 result for a).	May 2023	GRC				New
Researchers must:									
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students								New
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion								P5.3

HRER Forwards Action Plan (2021-2023)

ECR3	Take positive action towards maintaining their wellbeing and mental health								New
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								P6.9
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution								P3.13
Employment									
Institutions must:									
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices								P1.2 P6.2 P6.7
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	**Produce a mandatory central Moodle induction including reference to support for researchers.**	**Induction module published to expand researcher knowledge and engagement measured: 70% of new staff who research to have completed it by October 2022 (see below)**	**Oct 2021 Oct 2022**	**T&OD**				P3.6
		Produce a mandatory Moodle induction course for researchers.	**Induction course published to expand researcher knowledge and engagement measured: 50% of new staff who research to have completed it by Jan 2023 (see below)**	**Jan 2022 Jan 2023**	**GRC, T&OD**				
		Develop Divisional induction processes, including new online content where appropriate.	**Induction processes developed to improve the experience for researchers, new online content created and relevant information communicated via Divisional communication channels (see below)**	**Sep 2022**	**Divisions, T&OD**				
		Develop and maintain Divisional training resources for academic and research staff, e.g. R&I handbooks.	**Resources created to expand researcher knowledge and relevant information communicated via Divisional communication channels. Awareness of and interaction with content measured by CEDARS 2023 bespoke question: 70% of relevant staff to be aware of and 35% to have accessed the content.**	**Sep 2022** **May 2023**	**Divisions, RIS** **GRC**				
		Monitor the effectiveness of induction.	Effectiveness of inductions measured via compulsory online evaluation tool for both Moodle induction modules and CEDARS to improve the induction experience for researchers: target is 65% satisfaction for all three. Feedback mechanism(s) incorporated into Divisional induction activities and resources: target is 65% satisfaction.	May 2023	T&OD, GRC, Divisions			2017 Action Plan, 6g	

HRER Forwards Action Plan (2021-2023)

EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	Communicate researcher career pathways and promotion procedures.	Links to relevant content incorporated into central and Divisional web and SP pages, including via career stories/case studies, and into handbooks for researchers and research managers, in order to expand researcher knowledge. Researcher agreement that promotion pathways and processes are clear measured by CEDARS 2023 question: target is 60% (a 6% increase on the CEDARS 2021 result).	Jun 2022 / May 2023	GRC, Divisions, CES / GRC				2017 Action Plan, 4c	P2.6 P6.3 P6.4 P6.7
			Divisional promotions briefings held for different researcher groups/career stages (at least one per group/stage per academic year), supplemented by email communications to expand researcher knowledge: success measured through CEDARS response (see above point).	Sep 2022 / May 2023	Divisions, HR/T&OD / GRC					
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent									P2.3
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									P2.6 P6.3 P6.4
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	**RDAG to consider greater use of open-ended contracts and redeployments via annual report from HR and/or HR attendance at least once a year as an item for discussion.**	**Annual item on RDAG agenda and invitation to HR team to report relevant content in writing and/or face-to-face. Where necessary and practicable, recommendations made by RDAG to the Research & Innovation Board (RIB) proposing solutions to issues identified which affect researcher job security.**	Sep 2022 / Oct 2022	**HR, RDAG** / **RDAG**					P1.3 P2.1 P2.2
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	Run interim surveys or focus groups for specific groups of staff or issues.	**At least one shorter survey or focus group run in 2022: completion by 15% of staff who research to provide feedback on specific issues affecting researchers.**	Dec 2022	**GRC**					P3.13
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									P2.4
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security									New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression									P2.4

HRER Forwards Action Plan (2021-2023)

EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								New
Managers of researchers must:									
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care								P2.3
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								P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers								P6.3
EM4	Actively engage in regular constructive performance management with their researchers								P2.3
EM5	Engage with opportunities to contribute to relevant policy development within their institution								New
Researchers must:									
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder								New
ER2	Understand their reporting obligations and responsibilities								New
ER3	Positively engage with performance management discussions and reviews with their managers								P5.6
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community								P5.2
Professional and Career Development									
Institutions must:									

HRER Forwards Action Plan (2021-2023)

Ref	Objective	Action	Success measure	Timeframe	Responsibility			Link	Principle
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	**Submit paper to EG re incorporating a 10-day requirement into all new contracts and issuing contract variations for existing staff.**	**Paper submitted. If approved, appropriate measures identified, consultation undertaken and relevant actions implemented to make the expectation a reality for all staff who research.**	**Spring 2022, Dec 2022, Jun 2023, Oct 2023**	**RDAG, GRC, Divisions, T&OD, HR, RIS**				P3.1 P3.3 P5.5
		Launch a digital mentoring platform and introductory e-learning module to support central and Divisional mentoring activity, and update information on mentoring/Include the mentoring of ECRs and PDRAs as part of the University's wider mentoring strategy being shaped by the Mentoring Working Group. Investigate joining Vitae's SUMAC scheme matching mentors and mentees across universities. (See ECI6.)	Module launched, information updated & details communicated via central channels, inc. T&OD and the GRC. Platform launched in phases. ECR mentoring introduced or expanded in all Divisions in phase 1, with progress included in RDAG reports, inc. numbers of ECRs/postdocs engaging with mentoring: target is 25% in first year of platform, 50% in second year.	Dec 2021 Dec 2022 Sep 2022	T&OD, Divisions, GRC T&OD Divisions Divisions, T&OD			2017 Action Plan, 2e	
		Raise awareness and take-up of development opportunities, irrespective of whether colleagues are on a permanent or fixed-term contract/Advertise targeted development opportunities for ECRs and PDRAs.	Ongoing GFWG, Divisional and PSD liaison re researcher requirements and a more holistic programme of demand-led training and support offered from 2021-22. Training relevance and effectiveness (esp. in relation to its impact on development) measured via questions in automated or manual post-event feedback requests (70% to find it useful for their development) and CEDARS 2023 bespoke question: 70% to find engagement with specific training initiatives useful for their career development. Short survey(s) undertaken with sample(s) of participants to provide additional evidence on impact of specific training: 70% to find it useful for their development, 20% survey completion rate.	Sep 2022 Sep 2023 May 2023 Jan 2023	GRC, GFWG, Divisions, RIS, T&OD, CES GRC GRC GRC, Divisions			2017 Action Plan, 1a New Action Plan 2020-2022, 24 (b,c) 2017 Action Plan, 7e	
		Develop a programme of Grants Factory and ECRN talks and workshops to support researchers' career lifecycle.							
		Monitor the specific impact of training on career development.							
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Develop career development advice and signposting resources for research managers for RPD discussion.	Relevant digital content cross-referenced between the new GRC, CES and T&OD SP and web pages to expand researcher and research manager knowledge about career options. Awareness of and interaction with content measured by CEDARS 2023 bespoke question: 50% of relevant staff to be aware of and 25% to have accessed the content.	Jun 2022 May 2023	GRC, CES, T&OD GRC			2017 Action Plan, 5b	P3.10
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Further raise awareness of the Vitae RDF (e.g. through ECR network events, PDRA lunches, induction) as a basis for considering how to develop their skill set and experience.	Postdoc lunch to launch the handbook for researchers to refer to the RDF, ACM and other key resources in order to expand researcher knowledge, especially that of ECRs. Feedback evaluated and suggestions for alternative awareness-raising activities considered. RDF to be discussed at relevant Divisional training sessions. (See last PCDI3 success measure).	Jun 2022 Sep 2022	GRC Divisions			2017 Action Plan, 2d	P3.1
		Publicise Vitae RDF resources through our existing and new communications channels.	Details about the ACM, RDF and Vitae RDF resources emailed to academic and research staff to expand researcher/ECR knowledge. CES careers advisers reminded about the relevance of the RDF and ACM for researchers at all career stages (see last PCDI success measure).	Feb 2022 Dec 2021	GRC, CES CES			2017 Action Plan, 7f	
		Include information on Vitae resources, including the RDF, within the RPD.	References and signposting to the ACM, RDF and other Vitae resources included in refreshed RPD guidance for academic and research staff to expand researcher/ECR knowledge. Awareness and use of the RDF measured by CEDARS 2023 bespoke question: 55% of ECRs/all researchers to be aware of it and 10% to have used it for career planning.	Sep 2022 May 2023	T&OD GRC			New Action Plan 2020-2022, 4 (b)	

HRER Forwards Action Plan (2021-2023)

PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Continue to raise awareness and encourage participation for existing and new training programmes for managers.	Monthly training communication (e.g. Mailchimp eBulletin) developed for academic and research staff, including research managers, to highlight relevant training and development opportunities. (Unable to track usage via Sympa email lists so activity to be measured indirectly by the increase in engagement with relevant training and resources - see PCDI6).	Dec 2021	GRC			2017 Action Plan, 3a	P3.11 P3.14
			Where gaps in the provision of training for research managers exist and resources permit, additional digital training or resources to be created or purchased.	Sep 2023	GRC, T&OD, Divisions				
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	Incorporate basic information related to career mobility, changing sector and/or discipline in the GRC web and SP pages/Promote awareness of career switches between research and non-research roles.	Relevant information included in GRC web and SP pages to expand knowledge of researcher career options. Awareness and use of this content measured by a) CEDARS 2023 bespoke question: 25% of researchers to be aware of and 10% to have accessed it, and b) Google Analytics: data to show 25% increase in relevant page views between content upload in Jan 2022 and the end of academic year.	Jan 2022 or earlier / May 2023 / Sep 2022	GRC, CES / GRC / GRC			2017 Action Plan, 4d	P3.2 P3.4
			Consideration of potential career switches measured by CEDARS 2023 questions which remind researchers about the possibilities: 10% increase in researchers willing to consider working beyond academia.	May 2023	GRC				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Monitor uptake of training opportunities offered by L&OD.	Newly created reports on mandatory and optional training undertaken by researchers analysed annually to inform a) annual discussions between the GRC and HR/T&OD re the provision and uptake of training and development opportunities by researchers and b) the summer GFWG meeting.	Sep 2022 or earlier	GRC, HR/T&OD, GFWG			New Action Plan 2020-2022, 23 (b)	New
		Monitor research staff uptake of appraisal/RPD (Reflect, Plan, Develop) in partnership with L&OD.	Reports on RPD completion rates (by institution, Division and School) analysed annually to inform a) annual discussions between HR/T&OD and the Divisions re the provision and uptake of appraisals/RPDs by researchers and b) the autumn RDAG meeting.	Sep 2022	HR/T&OD, Divisions			2017 Action Plan, 5a	
			Reminder emails and/or alternative follow-up methods used to encourage additional take-up by researchers. Activity to be measured indirectly by the increase in RPD completion rates (see above point).	Sep 2022	Divisions, HR/T&OD				
Funders must:									
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								P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes								New
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								New
Managers of researchers must:									

HRER Forwards Action Plan (2021-2023)

PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually							P2.3
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							P3.4 P3.8 P5.5
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	**Ensure that GRC communications activity covers the 10-day expectation.**	Range of communication activities undertaken to promote relevant content including emails, blogposts and web and SP pages in order to expand researcher knowledge. Awareness of 10-day expectation measured by CEDARS 2023 (bespoke question added if necessary): 70% of researchers to be aware of it.	Jan 2022 or earlier May 2023	GRC, Divisions, CES GRC			New
		Incorporate basic information about the 10-day expectation in the GRC web and SP pages and refer to this in Divisional SP and/or other content.	Relevant information included in GRC web and SP pages and linked to or replicated in Divisional SP and/or other content to expand researcher knowledge. Awareness of and interaction with content measured by CEDARS 2023 bespoke question: 70% of staff who research to be aware of and 35% to have accessed the content. Interaction with content tracked via Google Analytics: data to show 50% increase in relevant page views between content upload in Jan 2022 (GRC) and Sep 2022 (Divisions) and the end of the relevant academic year.	Jan 2022 or earlier May 2023 Sep 2022 Sep 2023	GRC, Divisions GRC GRC Divisions			
		Incorporate links to information about the 10-day expectation in PDF handbook for research managers.	Links to relevant content included in handbook for research managers to expand researcher knowledge. Awareness of and interaction with content measured by CEDARS 2023 bespoke question: 50% of relevant staff to be aware of and 25% to have accessed the content.	Jun 2022 May 2023	GRC GRC			
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							P3.6 P3.9 P5.5
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development							New
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							P5.5
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							P3.8
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							P5.5
PCDR4	Positively engage in career development reviews with their managers							P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills							P5.5
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							P5.2

* 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.

HRER Forwards Action Plan (2021-2023)

Text colour coding:

Critical	**Critical action from the Concordat Action Plan (July 2021-June 2022)**
Critical	Critical action carried forward from the HRER Backwards Action Plan (2019-2021)
^ Highly desirable	Highly desirable action from the Concordat Action Plan (July 2021-June 2022), included as it relates to a critical action carried forward from the HRER Backwards Action Plan (2019-2021)

Abbreviations:

CEDARS	Culture, Employment and Development in Academic Research Survey
CES	Careers and Employability Service
ECR	Early Career Researcher
EDI	Equality, Diversity and Inclusivity
EG	Executive Group
GFWG	Grants Factory Working Group
GRC	Graduate and Researcher College
HR	Human Resources
HRS&P	Human Resources Systems & Planning
IRP	Individual Research Plan
IS	Information Services
LASR	Leadership for Areas of Significant Responsibility
PDRA	Postdoctoral Research Associate
PSD	Professional Services Department
R&I	Research and Innovation
RDAG	Researcher Development Advisory Group
RIS	Research and Innovation Services
RPD	Reflect, Plan, Develop
T&OD	Talent & Organisational Development