

HREiR Action plan template (add dates)



HR EXCELLENCE IN RESEARCH

Details	
Institution name:	
Cohort number:	
Date of submission:	
Institutional context:	

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff		
Postgraduate researchers		
Research and teaching staff		
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please provide numbers and details):		

Complete for submission								To be completed only when reporting on action plan	
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)
Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECI1	Ensure all relevant staff are aware of the Concordat.								
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.								
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.								
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.								
Wellbeing and mental health									
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.									
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.								
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.								
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.								
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.								
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.								
Bullying and harassment									
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.									
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.								

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ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.								
Equality, diversity and inclusion									
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.									
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.								
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.								
Research Integrity									
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.									
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.								
ECM3	Ensure managers report and address incidents of poor research integrity.								
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.								
Policy development									
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.									
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.								
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.								
EM5	Engage with opportunities to contribute to relevant policy development within their institution.								
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.								
Employment									
Recruitment and induction									
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.									
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.								
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.								

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Recognition, reward and promotion									
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.									
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.								
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.								
Responsibilities and reporting									
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.									
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.								
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.								
ER2	Researchers understand their reporting obligations and responsibilities.								
People management									
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.									
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.								
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.								
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.								
EM4	Managers actively engage in regular constructive performance management with their researchers.								
ER3	Researchers positively engage with performance management discussions and reviews with their managers.								
Job security									
The aim of this obligation is to improve the job security of researchers.									
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.								
Professional and Career Development									
Championing professional development									
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.									
PCD11	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.								

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PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.								
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.								
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.								
Career development reviews									
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.									
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.								
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.								
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.								
PCDR4	Researchers positively engage in career development reviews with their managers.								
Career development support and planning									
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.									
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.								
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.								
Research identity and leadership									
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.									
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.								
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.								
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.								
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills								
Diverse careers									

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The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.									
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.								
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.								
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.								
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.								

* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

HREiR Action plan template (add dates)

Add institutional logo



HR EXCELLENCE IN RESEARCH

Details	
Institution name:	
Cohort number:	
Date of submission:	
Institutional context:	

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff		
Postgraduate researchers		
Research and teaching staff		
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please provide numbers and details):		

Complete for submission								To be completed only when reporting on action p	
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)
Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies								
Wellbeing and mental health									
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.									
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers								
Equality, diversity and inclusion									
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.									
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions								
Employment									
Job security									
The aims of these obligation are to improve the job security of early career researchers.									
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies								
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security								
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression								
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								

Professional and Career Development									
Championing professional development									
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to do so.									
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning								
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes								
Diverse careers									
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.									
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit								

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HREiR Action plan template (add dates)

Add institutional logo



HR EXCELLENCE IN RESEARCH

Details	
Institution name:	<i>Enter relevant information</i>
Cohort number:	<i>Enter relevant information</i>
Date of submission:	<i>Enter relevant information</i>
Institutional context:	<i>Enter relevant information that helps frame the action plan and the intended institutional audience. For example, this box can be used to disclose the research intensiveness of the institution, providing a justification for the breadth/depth of the actions disclosed.</i>

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff		<i>These are your primary beneficiaries, across the action plan - both by being evaluated through success measures.</i>
Postgraduate researchers		
Research and teaching staff		
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please provide numbers and details):		

Complete for submission								To be completed only when reporting on action plan	
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)
Environment and Culture								N.B. This section is for reporting only, and should not be completed at the beginning of the action plan's term.	
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
ECI1	Ensure all relevant staff are aware of the Concordat.								
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.								
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	<i>Describe here your actions/interventions for meeting the obligation, referring to actions elsewhere in the action plan if preferred.</i>	<i>Has the action been carried forward from a previous action plan? "yes" / "no"</i>	<i>Indicate a month and year</i>	<i>Name all key parties responsible for the action(s) and success measure(s)</i>	<i>Describe here your success measure(s), used to report against the intended impact for researchers and incorporating researchers' views wherever possible.</i>	<i>Describe here any supplementary information.</i>	<i>Describe here a written summary of the progress made against the obligation, taking a broad view of the people and/or organisational development that may have occurred.</i>	<i>Provide evidence that directly reports against all success measures described previously.</i>
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.								
ECF1	<i>Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies</i>	<i>Institutions planning actions for specific funders' obligations can insert these obligations into the relevant section of the institution template.</i>							

For brevity, the remaining obligations have been omitted from this 'Guidance' sheet.

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HREiR Action plan template July 2024- July 2027



Details	
Institution name:	University of the West of England, Bristol
Cohort number:	
Date of submission:	Jul-25
Institutional context:	

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	1871	
Postgraduate researchers	831	
Research and teaching staff		
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (please provide numbers and details):		

Complete for Submission							To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forwarding further action)
	Appoint a University Lead for the Concordat and establish a University-level Concordat Implementation Group reporting to the DVC and Provost.		Nov-24	DVC and Provost University Concordat Lead	The Implementation Group is established, with membership determined in consultation with Colleges, and Terms of Reference developed.				
	Communicate and advocate for the principles of the Concordat through University and College-level committees, forums, and events.		From Dec-24 onwards	PVC RKE, College Deans R&E, REE	(i) University announcement regarding becoming a signatory to the Concordat is published. (ii) The principles of the Concordat are presented at University- and College-level committees, meetings, and other relevant forums.				
	Develop a three-year Concordat Action Plan and publish it on the University website.		Jul-25	University Concordat Lead, REE	Consultations on the Action Plan are conducted with University RKE Committee, REE, Colleges, the PGR Academy, and others. The Action Plan is developed and published on the University website.				
	Develop a Concordat webpage on the University website. This should include an intranet page for internal communications, resources and feedback.		Jul-25	REE, University Concordat Lead	The Concordat webpage is developed. Staff, including researchers and their managers interact with the webpages.				

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<p>Enhance representation from the research community on School-, College-, and University-level committees to enable researchers to contribute to the development of institutional policies and practices. Promote inclusivity and transparency in the nomination and selection processes for these committees.</p> <p>Include a statement of commitment to the Concordat in University-, College-, and School-level strategic plans and policies where relevant.</p> <p>Review and strengthen the processes for gathering researchers' feedback and ensuring its integration into institutional policy development.</p> <p>Develop the Concordat webpage to provide signposting to University policies and procedures relevant to researchers and their managers.</p>		From Jul-2025 onwards	PVC RKE, College Deans R&E, College Deans T&L.	Research community members are represented across University, College, and School-level committees, with this representation aligned to the Terms of Reference of each committee. Commitment to the Concordat and its action plan are embedded within relevant policies, implementation plans and strategies.
		From Jul-2025 onwards	PVC RKE, REE	Effective processes for gathering feedback are established and implemented, with growing participation from researchers.
		Oct-25	PVC RKE, REE, marketing, People Services	Links to relevant University policies and procedures have been added to the Concordat webpage. All research staff and their managers have been informed of this resource through REE updates and newsletters. Information about the Concordat is included in the staff induction process.
<p>Ensure meaningful and supportive probation and PDR process for all staff on research contracts. These should include discussions of wellbeing, professional and personal goals, ringfenced time for personal development. Also see EC6, E1 and E6.</p> <p>Provide links to the relevant policies and support mechanisms through the Concordat website, Research Bulletin, newsletters, and e-mail communications.</p> <p>Signpost researchers to existing training resources during induction. Identify training gaps and develop and deliver information and training events tailored for researchers focused on resilience, wellbeing, time management, inclusivity, and dignity at work.</p>		Annually, Oct -Jan	People Services, researchers' line managers	Regular progress and PDR meetings for researchers are established. Researchers have time for personal development and training. Researcher feedback is captured, and development and support needs of researchers are identified through this process, including how the University can actively contribute to positive change. See also EC4..
		From Sept-2025 onwards	College Deans R&E, School Directors R&E, Research Centre/Group Directors	Increased awareness among research staff regarding the available University support for mental health and wellbeing, and for addressing discrimination, bullying, and harassment - including the Anti-Racism Strategy, Dignity at Work Advocates and the Women Researchers' Mentoring Scheme.
		New training (e-learning) available from Jan-2026	People Services, REE	Researchers complete mandatory e-learning and access researcher-specific other training as a part of their probation.
<p>Increase the visibility of existing University training on equality, diversity, inclusion, wellbeing, and mental health for researchers' managers. Extend mandatory training for managers to include research leaders and new grant award holders</p> <p>Review the list of mandatory training modules for academic staff with a view to include mandatory training for all managers and grant award holders in relation to managing research staff. Develop an integrated approach to PDR training that incorporates the specific requirements and considerations for researchers. See also E5.</p> <p>Promote University policies related to equality, diversity, inclusion, and wellbeing to researchers' managers. Provide links from the policies pages to the Concordat page.</p>		From Jan-2026 onwards	People Services, Deans of Schools, Research Centre Directors/Group Leaders	Regular updates on available training are sent to all University staff. Information on available training is provided in the induction materials for researchers and their managers
		Jan-27	People Services	Training for managing researchers is included as part of the University mandatory staff training for managers and research leaders.
		From Jul- 2025 onwards	People Services, University Ethics and Integrity Committee, School Directors R&E, Deans of Schools	Relevant University policies have been promoted, and awareness among research staff and their managers has increased.

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Review available training courses for researchers and their managers to promote good practice and integrity in research. Identify gaps and training needs through consultations with research staff. See also E4.		Annually, starting in Mar-2026	PVC RKE, University Ethics and Integrity Committee, REE	Consultations are completed and gaps in training needs identified. Training courses are revised if needed and up-to-date training meets needs of research staff.
Create new networking opportunities for researchers to facilitate the exchange of best research practices.		Jan-27	REE	Networking events are delivered to facilitate the sharing of best research practices.
Ensure that information about University research governance principles and processes is incorporated into the induction process and mandatory training for researchers.		Jul-26	People Services, University Ethics and Integrity Committee, College Research Ethics Committees	Research Governance training is included in the induction pack and mandatory training for researchers. 100% training completion by researchers. Reduction in non-compliance incidents on breaches related to governance policies.
Incorporate questions on the research environment into UWE staff surveys. Share the results through UWE intranet, concordat pages and RKE structures to inform action plans. Ensure that research staff contributions to the development of research culture and environment are appropriately reflected in external communications such as REF submissions and centre and group webpages.		Annually starting in Dec-2026	REE, PVC RKE	Relevant questions are included in UWE surveys. Survey outcomes are shared and action plans are developed to address points of concern at University, School and Centre and Group level. Best practices are disseminated throughout the University, with progress tracked in the Concordat Annual Reports.
Review and improve the mechanisms for researchers to give feedback on University practices.		Jan-26	PVC RKE, REE	Transparent and regular/continuous mechanisms for feedback are established. The feedback and University response to the issues raised are published on a regular basis on intranet.
Improve the management of contract termination and extension processes for staff on research contracts including fixed term and 'permanent research contracts, subject to funding'. Make these processes more transparent. Explore the possibility of establishing permanent or long-term (minimum three year) research posts to increase security of tenure for researchers.		Feb-27	People Services, PVC RKE, College Deans R&E	The processes for managing research staff contracts are improved, more transparent and streamlined. Opportunities and criteria for creating or moving to long-term or permanent research posts are established, resulting in an increased number of researchers on long-term or permanent contracts.