HREiR Action plan template for institutions 2022 - 2025

Details

Institution name:	**University of York**
Cohort number:	**1**
Date of submission:	**23 September 2022**
Institutional context:	York's comprehensive action plan has been co-created through: - Creation of Concordat action plans by all academic Departments/Schools signed off by Chairs of Research Committee - Collation of examples of researcher-led ECR/Postdoc forums -Analysis of the staff survey results 2022 and Athena Swan/Race Charter initiatives -Consultation, review and sign off of by the Concordat Implementation Group (CIG)

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	Approx 800 and 100 Research Fellows	All are included in the Concordat at York
Postgraduate researchers	2500	The York Graduate Research School (YGRS) serves approx 2500 PGRs. Alignment with the principles of the Concordat as they relate to PGRs is achieved through the newly formed PGR Experience Committee, the YGRS vision and implementation plan and through York's approach to research culture. The Dean of the YGRS is a member of the University's Research Culture Working Group and sits on all theYGRS committees and reports to the University's Research Committee. PGRs are not routinely included in the HREiR reporting.
Research and teaching staff	978	Of whom PIs/line managers are included in the Concordat
Teaching-only staff	537	Of whom a small proportion are included if they have supervisory responsibility
Technicians	268	Not included in the RD Concordat
Clinicians	No available data	Not included in the RD Concordat
Professional support staff	1082	Of whom a proportion are involved in supporting the implementation of the RD Concordat (see legend at the end of the document)
Other (provide numbers and details): Operations and facilities	439	Not included in the RD Concordat

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
						Complete for submission			_To be completed only when reporting on action plan_		
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.	The monthly research staff newsletter details the latest Concordat related activity. Ii. Annual researcher festival to include a session an introductory/on-boarding session for new and existing ECRs and will raise awareness of the Concordat, policies and entitlements. iii.All Departments/schools to raise awareness of their Dept specific Concordat Action Plans and institutional commitments. iv. Increased the number of Postdoc/ECR forum	No	July 2023	BRIC Team and Departmental Deans of Research Committee/Concordat reps.	Researchers will i. have an understanding of what the Concordat commitment means to them ii.Evidenced through participation ii. Annual progress updates from Departments on their action plans iv.Increase from 18 early career/postdoc societies to 20 (two-thirds of all Departments) creating an overarching network across all disciplines to facilitate communication, shared experience to drive the implementation of the Concordat.				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to	The research staff webpages will be revised to ensure visibility and reiterated as part of the	Yes	July 2023	BRIC team supported by HR	New Researchers will receive information about their entitlements as part of a welcome pack and have an				

	researchers and their managers.	Researcher Festival face to face induction style sessions. All York's policies are designed along EDI principles. This includes the Dignity at Work and support, health and wellbeing policies.				opportunity to ask questions at the Researcher Festival session.				
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. The Concordat will become an enabler of the institution wide approach to developing a positive research culture as illustrated by the revised webpages. Researchers and PIs/line managers will be invited to take part in research culture cafes and to shape and influence the research culture action plan. ii. The Research Staff Liaison Officers are members of the University's Research Culture Working Group and will work with research staff forums in Depts/Schools to ensure engagement and report to the group. iii. All Departments and new Schools with 10+ early career researchers will be encouraged, via shared practice events at the Researcher Festival, to develop a dedicated research staff//Postdoc forum to enable discussions and raise awareness of early carer research issues	Yes	July 2023	Research Culture Coordinator and Research Culture Working Group (chaired by the PVC Research who also Chairs the CIG) ii. & iii. RSLOs and BRIC	Researchers and PI/line managers will be actively involved in discussions about the principles of the Concordat as part of wider discussions about research culture and feed into the creation of the RC action plan and institutional C&C work. ii & iii. Increase from 18 early career/postdoc societies to 20 (two-thirds of all Departments) creating an overarching network across all disciplines to facilitate communication, shared experience to drive the implementation of the Concordat.				
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive	i. As part of the University's work on Research Culture researchers will be invited to take part in RC Cafes, including some sessions for ECRs only, enabling	Yes	i. April 2023 ii. July 2023	Research Culture Coordinator and Research Culture Working Group	i. Facilitation of ECR specific Research Culture Cafes. ii. Specific reference to ECRs in the RC Action Plan iii. Increase				

		the creation of a safe space in which to share their concerns with a group of their peers. ii. This will enable all ECRs to be actively involved with the development of the RC action plan. iii. Researchers will continue to be encouraged to participate in mentoring as both a mentor and mentee to develop their experience in supporting the professional development of others.			(chaired by the PVC Research who also Chairs the CIG)	of 20% in ECRs trained as mentors and engaging in staff mentoring and coaching				
colleague, particularly to newer researchers and students.										
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.	Flexible working surveys to be reviewed. Further promote The Health and Wellbeing webpages and Mental Health First Contact network (trained staff who act as a first point of contact for researchers and staff). This will be achieved through the research staff newsletter, social media and the researcher festival and welcome letters to new researches. Good practice: Several departments already have, or are planning to have EDI and LGTBQ 'champion'/rep roles on EDI committees. (Psychology are also part of White Rose Inclusiveness in Psychology (WRIP working group).	No	July 2023	HR	A pulse survey on the impact of remote working looking at Heath and Wellbeing Environment will be undertaken in Autumn 2022. Promotion of resources through multiple channels (on campus screens, VC address and staff digest newsletter). *It is not possible to directly measure the impact of this intervention vis a vis other factors such as personal circumstance and need to access the services.				

ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	A new 'Creating a Thriving Workplace: Health and Wellbeing Plan' will be created New Disability awareness module (2022) promoted and completed by managers.	No	July 2025	HR HoDs with support from E&D team	Measured through the staff survey. For example, an increase in % of researchers reporting high levels of support / confidence in how managers deal with incidents? 75% of researcher line managers complete Disability Awareness module by 2023				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	As above?	No	July 2025	HR/E&D team	Measured through the staff survey. For example, an increase in % of researchers reporting high levels of support / confidence in how managers deal with incidents? 75% of researcher line managers complete Disability Awareness				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	**Promote the University's revised flexible working and extended parental leave provisions (currently being finalised).** **Remote working policy review (Sep 2022) identifies areas for improving informal flexible working arrangements**	No	2023?	HR	75% of researchers feeling supported by their line managers in flexible working arrangements				
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	As per ECI3 there will be extensive promotion of the The Health and Wellbeing webpages and Mental Health First Contact network. Voluntary work has been proven to support good mental health. Recognising this and the value gained in leadership, empathy and	No	October 2023	HR	Promotion through multiple channels (on campus screens, VC address and staff digest newsletter). *It is not possible to directly measure the impact of this intervention vis a				

		active listening researchers will be strongly encouraged to train as mentors for the award winning PGR mentoring scheme. ECRs wishing to undertake voluntary work for external agencies as part of the community work can make use of the Volunteering Policy which provides up to 2 days payment for voluntary work.				vis other factors such as personal circumstance and need to access the services.			
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.	Ensure all researchers are aware of the Dignity at Work and Study Policy (2020) which provides procedures and mechanisms to report and address incidents of harassment, bullying and hate incidents. Ensure all researchers are aware of the Dignity Contacts and that they can approach any contact in any dept. ~~Collate data on the use by researchers of the Report and Support tool introduced in August 2022 which offers a misconduct reporting mechanism for staff.~~	No	July 2024	HoDs / HoFOs with input from BRIC and HR/E&D team	The May 2022 Staff survey indicates >=75% of Researchers are aware of where to seek advice/support, how they can report and how the University responds to incidents. We will be replicating this survey in the next two years and we would aim to see 85%- 90% of researchers reporting high levels of support / confidence in how managers deal with incidents			
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Increase in number of trained Dignity Contacts across the University, providing consistent signposting and advice to researchers in all Faculties. Ensure researchers aware of reporting routes and support available via	No	July 2024	E&D team HoDs / HoFOs with support from	Data from Dignity Contacts network indicates researchers no less likely to seek advice about reporting than other staff groups. The May 2022 Staff survey			

		departmental communications, Dignity Contacts, Equality Champions, Central Induction and/or new Researcher Induction portal/package			BRIC and HR/E&D team	indicates >=75% of Researchers are aware of where to seek advice/support, how they can report and how the University responds to incidents. We will be replicating this survey in the next two years and we would aim to see 85%- 90% of researchers reporting high levels of support / confidence in how managers deal with incidents?				
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.	Recruit additional Equality Champions and Dignity Contacts to ensure these networks reflect composition of all staff roles, including researchers. Ensure Equality Champions and Dignity Contacts have up to date information and feel supported to promote good practice and to provide appropriate advice and signposting to staff. Ensure researchers aware of reporting routes and support available via departmental communications, Dignity Contacts, Equality Champions, annual Researcher Conference, Central Induction and/or new Researcher Induction portal/package	No	July 2023	E&D Team HoDs, HoFOs, BRIC, HR/EDI Team	Equality Champions and Dignity contacts reflect UoY staff composition New Equality champions handbook published 2022. Champions provide ongoing feedback to improve support materials. Dignity contacts trained and promoted to all departments and faculties. Staff survey indicates >=75% of Researchers are aware of where to seek advice/support, how they can report and how the University responds to incidents.				

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.	Completion of EDI training discussed as part of in annual PDR objectives Training requirements and opportunities discussed as part of new researcher induction package. Areas for further training and development identified via Equality Champions network / CIG	No	July 2024	HoDs /HoFOs BRIC with input from EDI Office / CIG	EDI-related session incorporated as standard part of annual researcher conference. Staff survey data as above Increase in researcher uptake of EDI training modules.			
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	EDI-related training and policies continue to be highlighted in new staff induction checklists, Central Induction workshop and are added to new researcher induction package. Expectation communicated regularly within departments and development activities that all staff, including researchers, will adhere to EDI policies and principles. EDI overview session included in 2022 Researcher Conference Review EDI training uptake by researchers G6-8 and set targets for improving uptake .		2024?	HoDs, HoFOs, BRIC, HR, EDI team				
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.	i. The Statement on Research Performance Expectations (RPE) will be revised (see ER2) making clear the expectations on PIs to cascade relevant information to ECRs. ii. Integrity training will be reviewed iii. A user's guide for Research Integrity Code of Practice (RICoP) and promoted across the University. iv.Larger Departments such as Biology hold Ethics in Research workshops for ECRs.	No	June 2023	Policy, Performance and Impact (PIP) team & BRIC Team	Metrics: number of view of the RICoP and evaluation of the RI training.	Enhanced RI resources will raise awareness of expectations and assist researchers and their managers in understanding their obligations, as well as the support available. Biology will gather feedback on the ethical challenges faced by researchers.		
ECM3	Ensure managers report and address incidents of poor research integrity.	i. Review the Statement on Research Performance Expectations to ensure RI expectations are robust and include the steps manager's must follow take where an issue is identified. ii. Include new section on RI in the revised online researcher guidelines induction.	No	June 2023	i. PIP & ii. BRIC team	Consultation with ECRs and managers about RI and how this features in the revised RPE. ii. webhits on the revised induction guidelines.			
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	In conversation with Faculty Research Managers, review induction processes to ensure that RIE is included in local induction and that the importance of following employer and funder policies is foregrounded	No	June 2023	PIP & BRIC	Measured through an increase of queries coming through to the PIP team indicating engagement.	This will help to establish RIE expectations early for researchers, emphasising RIE as a core component of what it means to be a researcher at York, thereby increasing compliance with relevant policies.		
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	Take steps to raise awareness of such mechanisms via (i) including discussion of this explicitly in RIE training - both for researchers and, where appropriate, managers/PIs, and (ii) review our RIE webpages to confirm that key	No	June 2023	PIP & BRIC team	Measured through increased requests for the PIP team to be involved in Dept. level events.	This will enable the PIP team to assess the scope/character of research misconduct more fully at an institutional level.		

		contacts/policies are well-signposted and clearly explained.								

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.	ECRs are represented on the CIG and RC Working Group and typically on Dept research committees. Institutional policy is created by specialist teams and panels of critical friends (and Industry partners and Trade Unions where appropriate) at an early stage. This is signed off by appropriate senior governance arrangements.	No	July 2024	HR & Associate Deans of Research	Broader ECR representation on committees.				
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.	ECR representation is common on Dept committees. Institutional policy is created by specialist teams and panels of critical friends (and Industry partners and Trade Unions where appropriate) at an early stage. This is signed off by appropriate senior governance arrangements.		July 2024	HR & Associate Deans of Research	The C&C will include representation from research managers/PIs and Associate Deans of Research (ADRs)				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Researchers are actively encouraged to engage with the development of Policy at Department through the appropriate Research Staff Association/Postodc Forum and Postdoc Appreciation Week.	No	July 2024	Research Staff Liaison Officers					
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	This work has begun with the appointment of the Research Culture Coordinator and creation of the Research Culture Working Group which includes ECR and PGR members. The new York Policy Engine will support researchers to contribute to policy through research.	Yes	July 2023	Research Culture Coordinator and Research Culture Working Group	Participation in Research Culture Cafes aimed at gathering feedback from the research community in order to build an institutional Research Culture Action Plan and				

						enable the development of new researcher-informed policies.				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Researchers will be invited to Research Culture Cafes to identify the issues that are pertinent to them. (ECR5)	No	July 2023	Research Culture Coordinator and Research Culture Working Group	Researcher issues reflected in the York Research Culture Action Plan				
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.	Create an institutional Talent strategy which will look at attracting, developing and retaining people in an inclusive environment. The Strategy will apply to all staff including researchers.	No	July 2023	HR	The Talent Strategy will be cascaded to all Departments.	TheTalent Strategy will be signed off by 2023 and implemented 2023-25			
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Consolidation of the variety of resources available to support new and existing researchers and support induction onboarding. To include career planning and PDP process.	No	July 2024	HR & BRIC	Create one easily accessible online resource to support induction.				
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.	The promotion process and Annual Performance Review process will both be fully reviewed and updated.	YES	July 2024	HR	Engagement with senior leaders and benchmarking of promotion criteria. Engagement with 50% of the ECR community to identify the challenges and opportunities for ECRs in making a case for promotion.				

EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Departments continue to scrutinise and improve their recruitment, promotion and recognition processes and support via Athena Swan (AS) action plans and EDI group objectives.

Raise awareness and develop good practice resources to mitigate for unconscious bias (UB) in attraction, retention and progression for all staff, including researchers | YES | 2025

Dec 2022 | HoDs / AS Steering Group

EDI team | *All academic departments will hold AS awards and action plans

High level of engagement with new UB resources. Research-related examples added to good practice knowledge bank. | *assuming current organisational structures | | | |
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.	i. Revision of the online researcher guidelines and induction will include sections on RI (ECM3) and information on HR policies, CoPs. ii. The resources will be linked to the APR reviewer and reviewee guidelines & Academic Depts will be asked to strongly encourage all managers/PIs to familiarise themselves with in advance of the APR and as part of setting probationary guidelines for new researchers.	No	July 2024	BRIC & HR supported by Academics Depts.	i. Number of hits on researcher guidelines and induction ii. Pulse point survey about engagement with the resources - identification of common questions				
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	i. The Research Grants Operations team oversee the grants process and ensure that PIs and researchers understand the requirements of their award. ii. The online researcher induction materials will be revised to ensure links with the appropriate legislation information and all new researchers will be sent details as part of their onboarding welcome pack. This will be made	YES	July 2023	i. Grants Office ii. BRIC in conjunction with HR	.All researchers will be signposted to the information they need to make informed choices about their work				

		available to Academic Departments to cascade and include in local induction.								
ER2	Researchers understand their reporting obligations and responsibilities.	i. The Research Grants Team Service Level Agreement states 'Grant Holders (PIs) to recognise and accept their responsibilities in relation to budget management in compliance with UoY and funder terms and conditions'. PIs will be requited as part of the revised Statement on Research Performance Expectations to advise their direct reports of these obligations.	YES	July 2023	Policy, Integrity and Performance (PIP) team with BRIC & Grants Team	Fewer enquiries/non payment from funders due to failure to comply with obligations.				
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.	i. Revision of the Project Management workshop to align with the project management practice at York.ii. Creation of a Project Management Community of Practice (CoP)	No	July 2023	POD and IT	Institution wide CoP of project managers who will deliver PM workshops as part of the York Researcher Professional Development and Skills programme and Researcher Festival.				
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.	CARRIED FORWARD FROM 2020-2022. i. A new Culture and Community (C&C) Framework will articulate how People at York work with each other. To be signed off by the University and Unions. ii.A comprehensive institutional Talent Strategy will also be developed 'which balances progression, promotion and retention with the attraction of external talent.'	YES	July 2025	POD & HR	All researchers and staff will be be involved in the consultation around the six pillars of the C&C Framework.	Work on the C&C framework has started and consultations will commence in 2023. Institutional implementation of the Framework and theTalent Development Strategy will take until 2025.			

EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Create a collection of targeted LinkedIn learning courses on leadership and careers for researchers.	No	July 2024	POD & BRIC	Increase in the uptake of self-directed learning opportunities for research leaders. Consistent review with researchers of their PDP as part of Annual Performance Review (APR)				
EM4	Managers actively engage in regular constructive performance management with their researchers.	Us by PIs and managers of the new Talent Development Strategy (EI5) to support researchers Create a collection of targeted LinkedIn learning courses on leadership and careers for researchers.	No	July 2024	POD & BRIC	PIs and Managers to take an active approach to regular PDP in addition to the Annual Performance Review (APR)				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	The promotion process and Annual Performance Review process will both be fully reviewed and updated.	No	July 2024	HR	Engagement with senior leaders and benchmarking of promotion criteria. Engagement with 50% of the ECR community to identify the challenges and opportunities for ECRs in making a case for promotion.				
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.	Review of the Policy on the use of Fixed Term Contracts (EI5) and the new Talent Strategy covering progression, promotion and retention will provide greater security.	No	July 2025	HR	60% of research staff on open contracts				
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.										

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.	i. The Looking Beyond Horizons (LBH) resources will be cascaded to all Departments to enable researchers to use the tools, create a PDP and have a meaningful career conversation with their line manager. ii. researchers have created a PDP and discussed it with their line manager as part of the performance review process.	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by 2025. (this is not 100% as there is constant flux with researchers leaving the institution)			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	A process will be developed to capture the number of researchers using the LBH resources and developing a PDP.	No	July 2023	.HR	Data available on number of researchers who have developed a PDP which was reviewed as part of the Annual Performance Review (APR) process			
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.	As part of the LBH PDP process Managers require researchers to identify specific activities they will undertake to support their professional development, including career related research, training and other relevant practical activities.Researchers will be supported to identify specific times within their research to undertake these activities.	No	July 2023	BRIC and Careers	Measured by monitoring and annual reporting to Depts of engagement of researchers in professional development (LinkedIn Learning data, participation in the York Research Prof Dev and Skills Programme, Researcher Festival and staff development programme and new supervisor training) against York's commitment for Researchers to undertake a minimum of 10 days professional development activity	Depts and managers will be sup and are fully supported in doing so by their line managers.		

PCDR 1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Researchers will be encouraged to undertake research into a range of career options and to identify specific steps needed to be undertaken in order to achieve their career goals. Relevant resources include: YGRS careers web pages; Learning & Development web pages on Academic, research and teaching careers and career development; Vitae researcher careers resources. Actions to support career development should be included in the PDP and discussed with line manager.	No	July 2023	BRIC and Careers	Researchers understand where to find information to support their career development and can identify specific opportunities and actions that will help them achieve their career goals.	PGRs looking to develop their research career can also access one to one appointments wit the PGR Careers advisor and online support through the York Graduate Research School (YGRS).		
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.	Consolidation of the variety of resources available to support new and existing researchers and support induction onboarding. To include career planning and PDP process (see EI2)	No	July 2024	BRIC and Careers				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	i. The Looking Beyond Horizons (LBH) resources will be cascaded to all Departments to enable researchers to use the tools, create a PDP and have a meaningful career conversation with their line manager. ii. researchers have created a PDP and discussed it with their line manager as part of the performance review process., PCDI1, PCDM3	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by 2025. (this is not 100% as there is constant flux with researchers leaving the institution)			
PCDM 1	Managers engage in regular career development discussions with their researchers, including holding a	As PCDI6	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by 2025. (this is not 100% as there is			

	career development review at least annually.					constant flux with researchers leaving the institution)				
PCDR 4	Researchers positively engage in career development reviews with their managers.	As PCDI6	No	July 2025	BRIC	75% of all researchers will have a PDP and career plan by 2025. (this is not 100% as there is constant flux with researchers leaving the institution)				

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.	Managers should encourage researchers to undertake the Futurelearn course Career Management for Early Career Academic Researchers (available Oct-Jun). Internally, signpost to University coaching and mentoring schemes and Learning & Development resources on Academic, research and teaching careers and career development. University of York alumni have access to continued support from the University's Careers and Placements service. The York Fellowship Programme provides support for prospective and current fellows	No	July 2023	BRIC & Careers	Researchers know where to find information and advice to support their career planning and professional development both within the university and externally. Increase the number of fellowship applications and participation of external applicants (6/26) in the Preparing for Fellowship Success programme. Increase by 50% the number of Fellowship specific events (48 in the period 2020-22).				
PCDR 3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience that can	Researchers use the Vitae Researcher Development Framework and prompt list of professional development opportunities to create a professional	No	July 2023	BRIC & Careers	Researchers regularly reflect on and review their professional development. By recording their activities, skills				

	be used to support job applications.	development plan. This will be discussed as part of the annual performance and development review process (PDR). Researchers can use the PDR document as a record of their experiences and ensure that they regularly review and add experiences to their CV. They could consider creating a Resume for Research and Innovation (R4RI) to summarise their experiences and achievements.				and achievements they are able to make strong applications for their next professional role.				

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.	Directive from Chief Operating Officer to undertake on hour per week of self directed. Create a collection of targeted LinkedIn learning courses on leadership and careers for researchers. Opportunities for additional time include: Training as mentors for to the PGR mentoring scheme. ii. Making use of LinkedIn learning ((seePCDR5) and York training provision iii Engage with the Researcher Festival	No	July 2023	POD	Numbers accessing the LinkedIn Learning 'Leadership for Researchers' targeted collection.				
PCDM 4	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.	Managers to signost the in-house Professional Development and Skills Programme, POD training and new LinkedIn learning for Researchers collection. Also to require researchers to use the Looking Beyond Horizons (LBH) and to take the 10 days committed to them.	No	July 2025	HR	Monitoring through the APR process and reporting on Dept Concordat Action Plans of management engagement with PDP.	The expectation is that managers will signpost the LBH materials by 2023 but longer term commitment and policy will take longer..			

PCDM 5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	A pilot programme of leadership provision will take place in spring 2023 including research leaders. They will identify what provision support is needed for researchers and PIs (PCD14).	No	July 2023	POD & BRIC	Following two iterations mini surveys will be conducted with line managers of direct reports to identify the impact of the training.				
PCDR 5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Create a collection of targeted LinkedIn learning courses on leadership and careers for researchers.	No	July 2024	POD & BRIC	Increase in self-directed learning opportunities for researchers to signpost Looking Beyond Horizons as part of Annual Performance Review (APR).	The linkedIn learning provision can be supplemented by in-house material.			
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.										
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.	Increased exposure of career routes at the Researcher Festival and through the careers sessions PCDR1/2/3	No	July 2023	BRIC & Careers	Increased engagement in career sessions at the Researcher festival (300 researchers in 2021) and through the Prof Dev programme.				
PCDM 2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Managers to actively encourage researchers to access the mentoring and/or coaching schemes and to include this in their PDP	No	July 2024	BRIC & POD with support from Depts	50% increase in the number of ECRs trained as mentors for the PGR mentoring scheme (60 in the period 2020-22 n120 by 2024) 50% increase in the number of researchers using the University mentoring scheme. (102 in the period 2020-22 n 150 by 2024)				

PCDR 2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	The new Talent Strategy will signpost the revised induction guidelines and the mentoring and coaching schemes. As PCDM2.	No	i. July 2025 ii. 2024	HR and BRIC	i. Communication across the University of the Talent Strategy. ii as per PCDM2.			
PCDR 6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Programme of training provision (f2f & virtual) including impact and public engagement.The KE team will continue to work with individual researchers at all levels and with project teams to foster a culture of impact and engagement.	No	KE Enhancement Team, Commercialisation Team. PE Engagement Group & BRIC	June 2023	500+ views of a new 'Intro to KE' video & 30+ attendees at a pilot 'Intro to KE' f2f session. The evaluation will indicate future work and inform the programme 23-25.			

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

Further hyperlinks and supplementary information (more rows can be added)	
2	New RD Concordat Page
	Concordat Governance
3	Implementing the Concordat
4	Looking Beyond Horizons - Careers and PDP resources
5	
6	
7	
8	
9	
10	
11	
12	

Abbreviations and glossary (more rows can be added)	
CIG	Concordat Implementation Group
RSLOs	Research Staff Liaison Officers
RIKE	Research Innovation and Knowledge Exchange
POD	Professional and Organisational Development
BRIC	Building Research and Innovation Capacity
C&C	Culture and Community
RC	Research Culture
APR	Annual Performance Review
LBH	Looking Beyond Horizons - Careers and PDP resources
RICoP	Research Integrity Code of Practice
ADRs	Associate Deans of Research (one per Faculty x3)
YGRS	York Graduate Research School

13			
14			
15			
16			
17			
18			
19			
20			

Legend:

Careers
HR
Policy, Integrity and Performance
Equality, Disability and Inclusivity Team
Building Research and Innovation Capacity Team
KE Enhancement Team