HREiR Action plan template for institutions (2021 to 2023)

Details

Institution name:	Teesside University
Cohort number:	9
Date of submission:	26/11/2021
Institutional context:	Teesside University (TU) is a post-1992 institution with 18,500 students and 2,300 members of staff. Research is organised under eight research centres aligned to five schools. Academic staff have 178 hours of time for self-directed research and scholarly activity. Staff with significant responsibility for research have at least 20% of their time dedicated to research (academic staff) or have demonstrated research independence (research-only staff). Research staff consists of independent researchers and research assistants and associates. This action plan has been revised in 2022/23 following interim review by the Research Culture & People Sub-Committee. Retained actions align more closely with TU's strategic direction and research culture priorities. A reduced number of actions have been pursued, proportional our research population. Changes to actions from the action plan presented in 2021 are indicated: [retained] [revised] [moved] or [removed].

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	48.1FTE	Research contract staff, including research assistants, research associates and research fellows. 4.7FTE of this group are classed as independent researchers. This is 8% of our staff academic/research base.
Postgraduate researchers	357.5FTE	
Research and teaching staff	581.8FTE	This is the FTE for all academic staff. It does not include independent researchers on a research contract that are included in the above. 246.1FTE (42%) are academic staff with significant responsibility for research.

				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 forward/no further action)
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.	1. All Concordats and research culture will be discussed at the refreshed researcher induction *[retained action]* 2. Concordats underpin ECR Forum and PGR Forum *[retained action]* 3. Provide workload and training for ECR Forum Chairs *[retained action]* 4. Monitor effectiveness through CEDARS and develop new actions as required *[retained action]*		May-23	REO (Research Culture & Policy Lead)	A. Increased % staff aware of RD Concordat (51% to 60%, CEDARS)			1. R&I induction includes introduction to Concordats in the context of research culture. 2. Presentation on Concordats, link to TU committees and wider research culture at ECR Forum, Oct-22. 3. Training on Concordats and HREiR given to RCPSC on Nov-22, to ECR Forum and in Research Induction. Workload is provided to ECR Forum Chairs. 4. CEDARS survey live from March to May 2023 with 103 respondents. Response rate is lower than hoped, despite significant promotion via direct emails, University update, and at online and in person events. Only limited insights can be drawn for research staff due to only 8 respondents in this group.	A. CEDARS Due to low response rate, limited conclusions can be drawn. But awareness by respondents is below target. **Aware of Concordat to Support the Career Development of Researchers:** • Know this exists or have some understanding- 46.5% • Never heard of this- 53.50%	Carry forward: Further embed Concordats into induction, including specific induction materials for staff on research contracts and their managers. Review mechanisms for evaluation and monitoring due to low CEDARS response rate.

				Mar-23						
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	5. Ensure researchers are considered in Research Race at Work Charter, Stonewall Workplace Equality Index, Athena Swan, Disability Confident Scheme and Investors in People Gold *[revised action]* 6. EDI is a standing item on RCPSC agenda *[new action]* 7. Review consultation processes for all HR Policies *[retained action]* *[R1] Removed action: RCPSC to review all policies*		Mar-23	5. REO (Research Culture & Policy Lead) 6. RCPSC Chair 7. HR (Assistant Director)	B. Increase perceptions of TU commitment to EDI (76% to 80%, CEDARS)		5. Action revised to better align with scope of RCPSC. Cross-links to research and EDI groups across TU are made through EDI focus groups. RCPSC Secretary is also Athena Swan Coordinator. HR rep on RCPSC also leads IiP and EDI function in HR. 6. New action to ensure EDI remains visible for RCPSC to provide space for cross-links with other committees. EDI now a standing item at all RCPSC meetings. 7. A revised policy consultation process has been developed for all HR policies which includes consultation with stakeholders across the University including equality focus groups and trade unions. Current policies under review are openly communicated with the opportunity for all staff to input. *[R1] Action removed. Beyond capacity of RCPSC in current cycle. To be considered for future action.*	B. CEDARS Due to low response rate, limited conclusions can be drawn. But perception of respondents is below target. **Perceptions of institution's commitment to EDI:** Overall results: • Agree- 63% • Disagree- 30% • Don't know- 8%	Carry forward: Future actions will focus on HR collaboration in this area. Action to review policies carried forward.
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers,	[1] All Concordats and research culture will be discussed at the refreshed researcher induction *[retained action]*		Jul-23	8. REO (Research Culture & Policy Lead) 9. REO (Head of Strategy & Quality)	C. RCPSC and RIC informed on research culture issues D. Research culture priorities identified and		8. Culture café report reviewed by RCPSC in July-23 9. Vitae handover report reviewed by RCPSC and RIC in Dec-22.	C. RCPSC and RIC received reports on consultation outcomes. Issues identified embedded in committee actions.	Carry forward: Align future HREiR action plan to address research culture themes.

	and using the outcomes to improve institutional practices.	8. Externally facilitated Culture cafes with researchers, outcomes reported to RCPSC *[new action]* 9. Commission Vitae to review and report on TU research culture *[new action]* 10. Gather researcher, academic and PGR perceptions on culture through surveys including CEDARS *[revised action]* 11. Identify research culture thematic priorities and embed in future HREiR plan *[revised action]*			10. REO (Research Culture & Policy Lead)/HR (Assistant Director) 11. RCPSC Chair	embedded in future action plan		10. Researchers, academics and PGR consulted through PRES, CEDARS, pulse surveys, Athena Swan consultation. Action now considers breadth of available evidence on research culture. 11. See impact column.	D. Key research culture issues identified and will be addressed as thematic areas for RCPSC: Visibility, Value, Inclusivity and Diversity, Quality and Impact, Talent. EDI and time for research are embedded across the themes and form part of the strategic objectives of the University.	
ECR 1	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.	12. Launch refreshed mentoring scheme and monitor researcher engagement *[retained action]* 13. Workload allocations and support given for research culture leads *[revised action]* 14. Increase participation in researcher fora *[retained action]* 15. Include researcher voice in [11] research culture priorities		Jul-23	12. HR (Assistant Director) 13. REO (Head of Strategy & Quality) 14. REO (Research Culture & Policy Lead) 15. REO (Research Culture & Policy Lead)	E. Researcher engagement with mentoring, baseline established for future action F. Researcher engagement with fora, baseline established, and engagement increased		12. 12-month research mentoring pilot for staff who are 'new to research' instigated in January 2023. 13. Workload is part of the Academic Management, Leadership and Administration (AMLA) hours for professors and associate professors (all research culture leads are profs or APs). Research culture leads convene for regular practice sharing, linked to RCPSC meetings. 14. In 22/23, 111 attendees over 5 meetings. Average 22 attendees per meeting. 15. Researcher voice included through Culture Cafes, surveys, and researcher fora. ECR and PGR Chairs sit on RCPSC and RIC, ensuring direct link	E. 18 members of staff receiving mentoring support through 'new to research' pilot. F. At least four ECR Forum meetings held per academic year following the end of lockdown to give consistent opportunities for discussion.	Carry forward: Further potential action following the reporting of outcomes from the 'new to research' pilot in March 2024.

									into TU research policy.		

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.	*Moved action: research culture themes, see [11]* *Moved action: develop research culture leads, see [13]* *[R2] Removed action: Research awards* *Moved action: EAP see [19]*				See [D] G. Monitor CEDARS responses to Qs on workload and wellbeing to establish baseline for future action		ECI3 actions revised, moved or removed. Original actions were focused generally on mental health and wellbeing. Future actions to focus specifically on the issues on workloads and people management. *[R2] Action removed. Beyond capacity in current cycle. To be considered for future action.*	G. CEDARS Due to low response rate, limited conclusions can be drawn. But perceptions of workload are below sector average and will be a priority for future action. **Treated fairly regarding workload:** • Agree- 33% • Disagree- 64% • Don't know- 2% **Treated fairly regarding allocation of additional work:** • Agree- 30% • Disagree- 55% • Don't know- 9% • Not applicable- 6% **The institution actively promotes the importance of good mental health & wellbeing of staff:** • Agree -48% • Disagree- 46% • Don't know- 6% **Their working environment supports their mental health & wellbeing:** • Agree- 45% • Disagree- 52% • Don't know- 3% **Encouraged to take positive action to maintain your mental health and wellbeing:** • Agree- 44% • Disagree- 47% • Don't know- 9%	Carry forward: Research culture thematic priority 'value' includes actions on time/workload

ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	16. Revised LMF and MiP programme launched *[retained action]* 17. Mandatory training for managers on EDI and wellbeing and mental health *[retained action]* *[R3] Removed action: Research leadership programme*		Mar-23	16. HR ODL 17. HR	H. Manager engagement with MiP, baseline established I. Percentage completion of EDI and wellbeing training		16. Since January 2023 when we restarted the programme, we have engaged 35 managers and leaders. 17 also completed in 2022. 17. The range of training options for managers in relation to EDI, wellbeing and mental health have been expanded. Both EDI and wellbeing and mental health are covered in the Management in Practice programme as essential units however this training is not currently mandatory for all managers. Additional sessions for managers on wellbeing and mental health have been developed and are available both as in person workshops and online. *[R3] Action removed. Beyond capacity in current cycle. To be considered for future action.*	H. 35 participants in 2023. I. Since training was not made mandatory, no completion rate is available.	Carry forward. Further action needed to identify the target population of 'managers of researchers'.
ECM 3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Addressed through [16] and [17]								
ECM 4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	18. Flexible and hybrid working policies revised/published *[revised action]* *[R4] Removed action: Consultation* *[R5] Removed action: briefing for managers*		Jan-23	18. HR	J. Monitor CEDARS responses to Qs on flexible working to establish baseline for future action		18. Hybrid Working has been revised in line with consultation feedback and guidance is available to all colleagues. The Flexible Working	J. CEDARS Due to low response rate, limited conclusions can be drawn. But responses are relatively positive, and further work is planned through Athena Swan.	No further action: Pursued through Athena Swan flexible-working actions.

								Policy is under the final stages of consultation and will be implemented in 2024, this includes a day one opportunity to request flexible working and removes the burden on an employee to provide suggestions to the University of how they will deal with the requests. In addition, two applications can be made within a 12-month period. The Policy is being implemented ahead of legislative change. *[R4 & R5] Actions removed. Following Covid changes in working practices, current focus is still on hybrid/remote working across all staff groups, rather than flexible working for researchers specifically. Specific focus on managers and researchers to be revisited in future action plan.*	**Treated regarding requests for flexible working:** • Agree- 64% • Disagree- 13% • Don't know- 9% **Ability to manage requests for flexible working appropriately:** • Agree- 100%	
ECR 3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	[11] Identify research culture thematic priorities and embed in future HREiR plan *[revised action]* 19. New EAP launched *[moved action]* 20. Joint ECR/PGR event to promote support available *[new action]* *[R6] Removed action: dataset of engagement* *Moved action: Culture cafes, see [8]*		Mar-23	19. HR 20. REO (Research Culture & Policy Lead)	See [G] K. Increase % researchers engaged with mental health and wellbeing training (58.6% to 70%, CEDARS)		19. EAP has been implemented and embedded. Will continue to be promoted. 20. Invited speaker presented online webinar on mental health in academia, including practical advice. TU mental health adviser attended same session to signpost	K. CEDARS Due to low response rate, limited conclusions can be drawn. Support and resources are available through EAP and MiP. **Wish to pursue training and ongoing professional development in mental health & wellbeing:** • I have done this- 35% • I would like to do this- 45%	No further action.

							local services and resources.		• I have no interest in this- 20%	
							[R6] Removed action: Current available data from EAP not segmented by staff role. Further clarification of purpose needed before planning future actions on datasets.			
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.	Addressed through [21]								
ECM 3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	21. Increase number of academic and research bullying and harassment advisors across all schools *[retained action]* 22. Include bullying and harassment and as a topic in [8] Culture Cafes *[retained action]*		May-22	21. HR 22. REO	L. Increase % who feel comfortable reporting incidents of B&H, CEDARS RS women: 62% RS men: 33% OAS women: 56% OAS men: 79%		21. Bullying and harassment advisors, 6 in post, including academic and research staff. All have received bespoke training. 22. See [8]	L. CEDARS Due to low response rate, limited conclusions can be drawn. Agreement has increased slightly on average. Agreement is lower for small number of RS who responded. **Comfortable reporting incidents of B&H:** Overall results: Agree- 66% Disagree- 31% Don't know- 3% RS Agree- 38% OAS Agree- 65%	No further action.
ECR 4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination,	23. Develop awareness raising initiatives of policies pertaining to research misconduct, bullying and harassment, and discrimination *[retained action]* 24. Deliver training and support to bullying and		Jun-22	23. HR 24. HR	See [L]		23. Communication has been delivered through focus groups, regular meetings of harassment advisors and bespoke training for HAs.		No further action.

	harassment and bullying.	harassment advisors and research integrity liaison officers *[retained action]*						24. Online training for those providing support and researchers themselves. UREISC prioritising way support is provided at school level.		

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 / ECM 1 | Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work. | *[R3] Removed action: research leadership training* *[R7] Removed action: EDI training* | | | | | | *[R7] Actions removed. Not a priority within current cycle.* | | |
| ECR 2 | Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion. | *[R8] Removed action: EDI strand to be developed* | | | | | | *[R8] Action removed. Not a priority within current cycle.*

RCPSC maintains links with university-wide EDI initiatives through Athena Swan, Stonewall, Disability Confident etc. HR Assistant Director sits on RCPSC and provides a link TU EDI objectives and action plan, which are led by HR.
See Link [1]
https://www.tees.ac.uk/sections/about/university/achievements.cfm | | |

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 / ECM 2 | Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity | *[R9] Actions removed. Research integrity is not a priority for RCPSC in current cycle. Ethics and research integrity sit with the university's Research Ethics and Integrity Sub-Committee (URESIC),* | | | | | | *[R9] Actions removed.* Chair and Secretary of URESIC attend RCPSC. RCPSC will continue to monitor and receive updates on any relevant issues. | | |

	and professional conduct.	*which is represented on RCPSC, and provides a link to Research Integrity Concordat signatory reporting.*								
ECM 3	Ensure managers report and address incidents of poor research integrity.									
ECR 2	Ensure researchers act in accordance with employer and funder policies related to research integrity.									
ECR 4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.									
Policy development										
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.	25. Annually review terms of reference for researcher fora to ensure diverse representation *[retained action]* 26. Establish a mid-career researcher sub-committee *[retained action]* *Moved action: participation in researcher fora, see [14]*		Sept-23	25. REO (Research culture & policy lead) 26. REO (Research culture & policy lead)	M. Qualitative feedback from researcher fora and surveys indicates engaged researcher population		25. ECR Forum participants include lecturers/senior lecturers, research-only staff, and PGRs. The terms of reference are inclusive and the group welcomes anyone who feels it can support them. 26. Definition of MCR under development by RCPSC. Will be put to the research community for consultation through a survey and open meeting.	M. ECR Forum has been engaged in the development of a new bespoke 'Career Accelerator' programme and plan to develop resources for new ECRs with REO support.	Carry forward: Consultation on MCR definition.
ECM 5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and	*[R10] Removed action: Revised promotions criteria [R11] Removed action: Promotions guidance [R12] Removed action: Research culture workload*						*[R10, R11 & R12] Actions removed. Not a priority within current cycle.*		

	culture within their institution.	Review consultation processes, see [7]								
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	*[R10] Removed action: Revised promotions criteria [R2] Removed action: Research awards*								
ECR 5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	*Moved action: participation in researcher fora, see [14] Moved action: mid-career researcher committee, see [26]*								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	*Moved action: participation in researcher fora, see [14] Moved action: mid-career researcher committee, see [26]*								
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.	*[R13] Actions removed. EDI data and gender pay gap. These obligations are met through our university EDI action plan and Athena Swan Bronze Award*						*[R13] Actions removed. Delegated to HR and Athena Swan Coordinator.*		
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	27. Collaborate with HR ODL network and SLAR on refreshed induction for researchers *[revised action]* 28. Relevant policies and practices build into researcher induction *[revised action]*		Apr-23	27. REO/HR ODL 28. REO (Research culture & policy lead)	N. Monitor CEDARs Qs on induction to establish baseline for future action		27. Action revised to move away from a siloed approach to researcher induction. Newly formed ODL Network Group is providing a forum to sharing and collaboration across all service	N. CEDARS Due to low response rate, limited conclusions can be drawn. Perceptions of usefulness are lower than hoped. Remains a priority. **Usefulness of induction at institution level:** • Useful- 32% • Not useful- 50%	Carry forward: Development of enhanced induction resources tailored to different staff groups.

								departments delivering training to researchers and academics. 28. Researcher induction provides signposting to relevant policies and sources of guidance and support.	• Not offered- 18% **Usefulness of induction at unit level:** • Useful- 50% • Not useful- 21% • Not offered- 29% **Usefulness to their current role:** • Useful- 45% • Not useful- 34% • Not offered- 22%	

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.	29. Enhance processes for data monitoring of promotion *[retained action]* *[R10] Removed action: Revised promotions criteria* *[R11] Removed action: Promotions guidance*		Feb-23	29. HR	O. Datasets will provide foundation for monitoring future actions on promotion pathways and guidance		29. Promotion data monitoring processes have been explored through our Athena Swan Bronze renewal self-assessment. Although we have information about applicants and successful awards, we have a gap in knowing the eligible population / pipeline for promotion at each level.	O. Exploration of datasets has resulted in new actions in our Athena Swan 2023 action plan.	No further action. Datasets for monitoring will be further enhanced as part of our Athena Swan implementation.
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	30. Deliver an enhanced mentoring scheme to support academic promotion *[retained action]* *[R3] Removed action: Revised research leadership training*		Sep-23	30. REO & HR	P. Increase proportion who feel there are equitable opportunities for progression, CEDARS RS: 30% to 40% OAS: 39% to 50%		30. Research centre leads for mentoring established. Mentoring pilot for 'new to research' staff initiated in School of Health & Life Sciences, which includes advice on promotion goals.	P. CEDARS Due to low response rate, limited conclusions can be drawn. Perceptions of fairness have stayed the same for OAS and decreased for small number of RS respondents. Reward, recognition, and career progression of RS remains a priority. **Fair and inclusive opportunities for career advancement:** Overall: • Agree- 26% • Disagree- 27% • Don't know- 17%	Carry forward. Development of mentoring initiatives following the reporting of outcomes from the 'new to research' pilot in March 2024.

								RS Agree: 13% OAS Agree: 39%	

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. | 31. Encourage managers of researchers to attend the MiP Programme *[retained action]* | | Sep-23 | 31. HR ODL | Q. Increased confidence levels in managing researchers (CEDARS) | | 31. The revised MiP was launched, and 35 managers and leaders have completed since Jan 2023. Further work is needed to be able to report on the number of attendees who manage researchers. Understanding line management for research is a future priority. | Q. CEDARS Due to low response rate, limited conclusions can be drawn. Levels of confidence are high, but we need to ensure we are reaching the full population of 'manager of researchers' including managers who are not themselves researchers. **Managing appraisal/development review processes effectively:** • Confident or fully confident- 100% **Positive feedback to individual staff:** • Confident or fully confident- 100% **Deal with poor performance of staff:** • Confident or fully confident- 60 • Not very confident- 40% **Acknowledge good performance:** • Confident or fully confident- 100% **Manage requests for flexible working appropriately:** • Confident or fully confident- 100% **Use inclusive, equitable and transparent recruitment processes:** • Confident or fully confident- 100% **Give guidance to staff on institutional redeployment processes:** | Carry forward. Understanding line management for research will be taken forwards under research culture priority 'value'. |

									• Confident or fully confident- 80% • Not at all confident- 20% **Actively support staff in working towards their career aspirations:** • Confident or fully confident- 100% **Respond to any issues relating to health and wellbeing:** • Confident or fully confident- 80% • Not very confident- 20% **Respond to any issues relating to bullying and harassment:** • Confident or fully confident- 80% • Not very confident- 20%	
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	*[R14] Removed action: Post-award training* *[R15] Removed action: Review researcher post-award understanding*						*[R14 & R15] Actions removed. Not a priority within current cycle.*		
ER2	Researchers understand their reporting obligations and responsibilities.	32. Develop comprehensive evaluation of engagement with RDP *[retained action]*		Sep-23	32. REO & HR	R. Annual evaluation report will lead to development of future actions		32. A new registration / attendance system has been developed and is being piloted in 2023/24. The system allows much better data collection, including automated participant feedback surveys. Initial feedback from researchers is positive. The more comprehensive data we are collecting will allow for better evaluation in the future.	R. Report was presented to School reps in June 2023, RDP facilitators and has led to development of new sessions for 2023/24.	Carry forward: Enhanced evaluation and feedback within the RDP to identify development needs. Enhanced induction materials to outline 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.	33. Following the development of a revised leadership and management framework, deliver Management in Practice programme twice a year and monitor engagement of managers of researchers developing interventions where necessary. *[R3] Removed action: Research leadership programme* *[R16] Removed action: project management training*		Jun-23	33. HR	S. Report on engagement with MiP will lead to development of future actions		33. The revised MiP was launched, and 35 managers and leaders have completed since Jan 2023. Further work is needed to be able to report on the number of attendees who manage researchers. Understanding line management for research is a future priority. *[R16] Action removed. Not a priority within current cycle.*	S. Further actions to be able to identify 'managers of researchers' as a population will be carried forwards.	Carry forwards
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.	34. Implement a digital PDPR system in consultation with academic and research community *[retained action]* 35. Implement a process for ensuring professional development requests are shared with relevant department *[retained action]* *[R10] Removed action: Revised academic promotions criteria*		Jun-23	34. HR 35. HR	T. Implementation of new system U. Internal reports developed		34. The digital PDPR system remains under development due to challenges with system development capacity. Consultation is ongoing with the academic and research community in relation to amendments to the form content. E.g. in 2023/24 the form was streamlined to make it easier for colleagues to comment on how RIEBE (additional research and knowledge exchange) time has been utilised over the past year and to identify research objectives for the coming year. 35. ODL networking group implemented to facilitate collaboration and	T. New system due for next PDPR cycle U. ODL Teams site set up	Carry forward: Embedding of PDPR online system as means of agreeing research objectives linked to workload processes.

									sharing across depts. with responsibilities for staff development.		
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	36. Encourage managers of researchers to attend MiP *[retained action]* *[R3] Removed action: Research leadership programme*		Sep-23	36. HR	V. 90% of managers complete MiP programme W. Increased confidence level in managing researchers (CEDARS)		36. 35 managers and leaders completed the MiP in 2023, plus 17 in 2022. Further work is needed to be able to report on the number of attendees who manage researchers.	V. Coverage of total manager population is still low. W. CEDARS (see Q)	Carry forward
EM4	Managers actively engage in regular constructive performance management with their researchers.	[34] Implement a digital PDPR system 37. Embed appraisal training for managers of researchers through RDP *[retained action]*			37. REO & HR	X. Maintain appraisals completion at 90% or above (CEDARS) Y. 90% managers complete relevant training		37. A reviewer guide Is available to assist colleagues who are designated reviewers. The guide provides information and advice on the application of PDPR best practice. Additional tools for reviewers and reviewees include a guide to enhancing personal and professional development, enhancing leadership effectiveness and our values and behaviours framework. The guides are completed by an online learning on Blackboard.	X. CEDARS Due to low response rate, limited conclusions can be drawn, however confidence levels and training completion are high. Future digital PDPR system will improve ability to monitor completions. **Managing appraisal/development review processes effectively:** • Confident or fully confident- 100% **Training and ongoing professional development related to conducting appraisals and developmental reviews:** I have done- 60% I would like to do- 20% I have no interest in this- 20% Y. As above, further data are needed to identify and reach the population of 'managers of researchers', including those who are not themselves researchers.	Carry forward
ER3	Researchers positively engage with performance management discussions and	[34] Implement a digital PDPR system 38. Monitor PDPR compliance *[retained action]*		Sep-23	38. HR 39. REO	Z. Maintain appraisals completion at 90% or above (CEDARS)		38. PDPR compliance is maintained through data collated by schools and departments	Z. CEDARS Due to low response rate, limited conclusions can be drawn. However, consultations (e.g. focus	Carry forward. Review line management for research.

| | reviews with their managers. | 39. Monitor usefulness of appraisals/PDPR using CEDARS *[retained action]* | | | | AA. Maintain usefulness of appraisals at 79% or above | | via PDPR co-ordinators to ensure that all staff receive at least an annual review. Once the online PDPR system is operational more sophisticated and timely data will be available via a dashboard.
39. Perceived usefulness of PDPR is relatively low. This may be linked to an issue we are exploring, which is the (lack of) inclusion of research planning/ objectives in PDPR. | groups) suggest that PDPR is less useful for research planning/ objectives due to limited time for conversations and sometimes limited research experience of managers.
Appraisal completion within the last 2 years or since staff have taken up their current job:
• Yes- 85%
• No- 15%
AA. CEDARS
Usefulness of appraisals:
• Useful- 47%
• Not very useful- 53% | |

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. | *[R17] Removed action: Review research staff contracts.*
[R18] Removed action: Discussion paper on funding models for RAs. | | | | | | *[R17] Removed action: Not a priority within current cycle.*
[R18] Removed action: Not a priority within current cycle. | | Carry forward:

To be progressed under research culture Priority 2: Value. |

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.

| PCDI 1 | 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 | [34] Implement a digital PDPR system
40. Monitor engagement with CPD through new PDPR system *[retained action]*
[R3] Removed action: Research leadership programme
[R19] Removed action: Research secondment and residency scheme | | Sep-23 | 40. HR | AB. Internal reports developed | | 40.
New system is still under preparation and expected in 2024. | AB. Reporting to be developed once system is online. | Carry forward:

Embedding of PDPR online system |

	across a wide range of employment sectors.									
PCDI 6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	[34] Implement a digital PDPR system [40] Monitor engagement with CPD through new PDPR system [32] Develop comprehensive evaluation of engagement with RDP [39] Monitor usefulness of appraisals/PDPR using CEDARS *[R3] Removed action: Research leadership programme*					All actions reported on above			
PCD M3	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.	[40] Monitor engagement with CPD through new PDPR system								
PCD R1	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.	41. Support researchers to engage with CPD through campaigns to researcher fora *[retained action]* 42. Implement a new Career Accelerator Programme for ECRs *[new action]*		Sep-23	41. REO 42. REO	AC. CEDARS AD. Attendance and feedback from Accelerator Programme		41. CEDARS results were presented at our RDP planning meeting in June 2023 and have informed the programme for 2023/24. 42. Feedback: We collected 23 pieces of feedback. (Some gave feedback on more than one session). In ALL feedback, everyone advised they would recommend this course to others. One such comment	AC. CEDARS AD. Attendance Session 1- 16 Session 2- 14 Session 3- 5 Session 4- 5	No further action

								was "The way the instructor guided us to explore the 10-year picture of ourselves is something I've never experienced before, and I think having that vision allowed me to define my actions more precisely." The sessions were also described as "An eye opener, informative and relaxing at the same time".		
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI 2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	[34] Implement a digital PDPR system *[R3] Removed action: Research leadership programme*					Action [34] addressed above			
PCDI 6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	[34] Implement a digital PDPR system [40] Monitor engagement with CPD through new PDPR system [32] Develop comprehensive evaluation of engagement with RDP *[R3] Removed action: Research leadership programme*					All actions reported on above			
PCD M1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	[39] Monitor usefulness of appraisals/PDPR using CEDARS *[R3] Removed action: Research leadership programme*								
PCD R4	Researchers positively engage in career development	[41] Support researchers to engage with CPD through campaigns to researcher fora								

	reviews with their managers.	[40] Monitor engagement with CPD through new PDPR system [39] Monitor usefulness of appraisals/PDPR using CEDARS							
Career development support and planning									
PCDI 3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	43. Student Futures to drive connection with research base and share event information for dissemination *[retained action]* *[R20] Removed action: Engagement with careers advice* *[R19] Removed action: Research secondment and residency scheme* *[R21] Removed action: Visibility of vacancies*		Apr-23	43. Head of careers & employability	AE. Increased awareness of support for career development from 55% to 65%		43. Head of Careers & Employability and Research Culture and Policy Lead met regularly through 2022-2023 to share relevant sessions for researchers. Capacity to provide specific careers provision for researchers is limited, though PGRs and staff can access 1:1 advice.	AE. CEDARS Due to low response rate, limited conclusions can be drawn. Awareness has increased slightly, but has not reached target. **Your manager/ supervisor encourages you to engage in personal and career development activities:** • Agree- 60% • Disagree- 36% • Don't know- 4% **You are aware of the support your institution provides for your career and professional development:** • Agree- 49% • Disagree- 41% • Don't know- 8% • Not applicable-2% **You have discussed your career options with a career's specialist:** • Agree- 7% • Disagree- 75% • Don't know- 1% • Not applicable- 17%	Carry forward.
PCD R3	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.	[43] Student Futures to drive connection with research base and share event information for dissemination [40] Monitor engagement with CPD through new PDPR system *[R20] Removed action: Engagement with careers advice*							

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.									
PCDI 4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	[32] Develop comprehensive evaluation of engagement with RDP *[R22] Removed action: Workload allocation for research* *[R23] Removed action: Networking and mobility funding for ECRs and PGRs*							
PCD M4	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.	[40] Monitor engagement with CPD through new PDPR system *[R3] Removed action: Research leadership programme*							
PCD M5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	[36] Managers of researchers attend MiP *[R3] Removed action: Research leadership programme* *[R24] Removed action: Consider structured approach to engagement with external leadership campaigns*							
PCD R5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	44. Continue to deliver RDP and ensure it meets the needs of all from PGR to professor *[R25] Removed action: Support use of RSA through PDPR* *[R23] Removed action: Networking and mobility funding for ECRs and PGRs*		Sep-23	44. REO	AF. Attendance and feedback from RDP		44. For experienced researchers, an annual research sabbaticals programme initiated in January 2022, with the first sabbaticals taking place from January 2023. A broad range of topics have been covered in the RDP, including data	AF. 2305 registrations for the RDP in 2022/23. Actual attendance at least 1660 (not all attendance may have been captured). Average feedback rating for 2023 so far is 4.7 out of 5. Researchers enjoyed: "The interactive nature of the session" "Knowing I am not alone and that others across all	Carry forward

									management, open research, academic writing, research methods, career planning, time management.	schools are struggling with the same issues" 100% of respondents would recommend the session they attended to others. Feedback has also highlighted the need to improve our hybrid delivery of sessions.	
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.											
PCDI 5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	*[R19] Removed action: Research secondment and residency scheme*									
PCD M2	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.	*[R26] Removed action: Non-academic pathways for mentoring* *[R19] Removed action: Research secondment and residency scheme*									
PCD R2	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.	45. Encourage take up of mentoring and build portfolio of external mentors *[retained action]* *[R27] Removed action: Online guidance on career pathways*		Jan-23	45. REO	AG. External mentoring programme developed and released		45. Five senior external mentors recruited to provide up to 15 days' support per year to researcher cohorts.	AG. 5 external mentors recruited.	Carry forward: Evaluation measures to be put in place for senior mentoring activity. Up to three additional mentors to be recruited.
PCD R6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for	46. Develop and deliver training on impact, commercialisation, knowledge exchange and policy development *[revised action]* 47. Offer consultations on impact,		Apr-23	46. REO Impact Managers 47. REO Impact Managers	AH. Attendance and feedback from training AI. Attendance and feedback from consultations		46. Training on impact, developing industry links included in RDP; policy development discussed in induction and	AH. Participant feedback "The session was very informative and I'm confident that the content will be useful for my future work. Gill was very engaging, and her attitude reassured me that if I	Carry forward: Evaluation of RDP sessions and demand for different training coverage.

							research integrity sessions. Annual impact integrators course delivered to staff cohorts. 47. Schedule of regular monthly online and in-person sessions developed.	need support around impact in the future, help is available. AI. What participants enjoyed "Clarity in explaining the different funding sources- their nature, requirements and expectations"	
example, knowledge exchange, policy development, public engagement and commercialisation.	commercialisation, knowledge exchange and policy development *[retained action]* *[R19] Removed action: Research secondment and residency scheme*								

* 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)
1	https://www.tees.ac.uk/sections/about/university/achievements.cfm
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Abbreviations and glossary (more rows can be added)	
RCPSC	**Research Culture and People Sub-Committee**
REO	**Research and Enterprise Office**
IiP	**Investors in People**
RIC	**Research and Innovation Committee**
R&I	**Research and innovation**
TU	**Teesside University**
ECR	**Early career researcher**
PGR	**Postgraduate researcher**
AMLA	**Academic management, leadership and administration**
RIC	**Research and innovation committee**
MiP	**Management in practice**
LMF	**Leadership and management framework**
EAP	**Employee assistance programme**
B&H	**Bullying and harassment**
HAs	**Harassment advisors**
UREISC	**University Research Ethics and Integrity Sub-Committee**
MCR	**Mid-career researcher**
ODL	**Organisational development and learning**

16		SLAR	Student learning and academic registry
17		RS	Research staff
18		OAS	Other academic staff
19		PDPR	Professional development and planning review
20		RIEBE	Research, innovation, enterprise and business engagement (time for)
		RDP	Researcher development programme
		RSA	Research and scholarly activity (time for)