

Details

Institution name:	University of Worcester
Cohort number:	14
Date of submission:	23 June 2023
Institutional context:	

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

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	20	@ 01/06/26
Postgraduate researchers	156 PhD/MPhil Prof. Doc. 32 158 MRes	@ 01/06/26
Research and teaching staff	300	@01/06/26 300 research and teaching staff
Teaching-only staff		
Technicians		
Clinicians		
Professional support staff		
Other (provide numbers and details):		

Complete for submission								To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried 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.	<ul style="list-style-type: none"> a. Publish Concordat on internal research webpage. b. Promote Concordat in Staff induction. c. Promote Concordat in PGR induction. 	a-c	<ul style="list-style-type: none"> a. 09/23 b,c. 09/23 and ongoing 	<ul style="list-style-type: none"> a. RIIO/DS b. DPVC Research c. LRD 	<ul style="list-style-type: none"> a. >90% of researchers engage in UW Staff Induction. b.c. >90% of PGR students attend induction. 		Over the 3 years of the HREiR Action Plan we have exceeded the success measure for promoting the Concordat with 100% of new researchers attending induction. In each year >90% PGR students have attended induction. We will continue to promote the Concordat in Staff and PGR induction.	Achieved	No further new action
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	<ul style="list-style-type: none"> a. Continue to engage in periodic review of all relevant policies as per institutional policy including EIA. b. Ensure that all current versions of all relevant policies and procedures are made available through the internal research webpages. c. Provide for researchers through the Career Development stream of the SRDP - awareness raising sessions on relevant UW policies. d. Continue to disseminate managers guide to all managers of researchers and promote in core training and development training. e. Conduct an annual facilitated discussion with Managers of Researchers to evaluate the impact of the current managers of researchers resources and identify future development needs. 	a-b	<ul style="list-style-type: none"> a. 09/23 and ongoing b. 09/23 and ongoing c. 10/23 and ongoing d. 09/23 and ongoing e. 06/25 and ongoing 	<ul style="list-style-type: none"> a. Head of OD b. Head of OD c. SRDL d. SRDL e. Head of OD and SRDL 	<ul style="list-style-type: none"> a. All relevant policies reviewed in line with institutional policy. b. All current versions of policies are available to all researchers. c. See ECI6 b. d. e. Managers of researchers in facilitated discussion can identify examples of how their practice has changed 		We have achieved against success measure a. b. c and d. Specifically, we have: Developed a new SharePoint site for all resources related to research, accessible from the staff web page. The pages include information on policy, researcher development programme, research ethics and integrity. Updated annually the managers guide and reissued. Identified the managers of researchers' future development needs through discussion with a range of stakeholders, including Heads of School and Research Leaders. Feedback suggests that the Guide alone and generic UW Management and Leadership Training does not provide the extensive support that we are aiming for, and we are now developing a structured programme for managers of researchers in 2026/7.	Achieved	Partially carried forward. See 7B, 10A, 10B, 13A

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.	<ul style="list-style-type: none"> a. Embed in institutions processes opportunities to gather feedback from researchers at least annually through a range of approaches including internal UW surveys. b. Work with SRN to identify core themes focusing on research culture and environment and monitor patterns and report to UWRKEC. c. Analyse on a biannual basis attendance and feedback on engagement with SRDP and report trends to UWRKEC. d. Use data from a-d to develop future HR and Research Policy and Practice. e. Hold each December and May a CED BYOLE online event for all researchers to seek feedback around a range of core CED themes 		<ul style="list-style-type: none"> a. 01/24 b. 09/24 c. 12/23 and ongoing d. 09/24 and ongoing e. 12/24 	<ul style="list-style-type: none"> a. Head of OD b. SRN Leads c. RKEF(PC) and SRDL d. Head of OD, SRDL, DPVC Research e. Head of OD and SRDL 	<ul style="list-style-type: none"> a. Annual cycle of feedback established and enacted. b. And c. d. e Develop in June UWRKEC a response to address core themes, identified by the SRDP evaluation SRN and CED BYOLE reflection on the impact of actions taken. 	<p>The SRN continues to grow in number and now attracts a range of staff and PGR students with over 60 members engaged with the forum and more than 60% of our researcher constituency engaged on a regular basis. The network is peer led and identifies discussion topics relevant to the constituents. It has provided a rich opportunity to discuss research practice as well as culture and environment. A summary of each meeting with any issues to discuss is provided to each Concordat Implementation Group (CIG). The SEN Co Chairs are full members of the CIG and therefore are able to influence and help construct the programme of work associated with the HREIR Action Plan.</p> <p>We have established a process of continual feedback from the Staff Researcher Network rather than a twice-yearly CED BYOLE. This feedback is gathered by two approaches. Firstly, the Co-Chairs of the SRN collate feedback and report on key issues to each meeting of the CIG. Secondly the Head of Organisational Development attends the SRN twice a year to raise awareness of the Concordat and raise specific issues identified by the CIG to discuss with the SRN.</p> <p>UW held a Staff Survey in 2024 and developed Institutional and School/Unit level action plans to respond to key issues.</p> <p>We have established annual monitoring of the Staff Researcher Development Programme and report to UWRKEC Committee. Overall trends indicate very positive overall feedback. However there has been a decline in attendance at Staff Development Sessions on both the generic UW Staff Development Programme and Researcher Development Programme.</p>	Achieved	No further new action
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	<ul style="list-style-type: none"> a. Embed a mentoring culture at all levels in the University using a range of approaches at university and school level, for example UW mentoring scheme, research groups, University, and school induction. b. Review existing practice and data on the uptake of university mentoring and consider if alternative approaches need to be developed to support colleagues at specific career stages, e.g., ECR. c. Seek feedback from and represent and report on the views of the SRN at UWRKEC. 		<ul style="list-style-type: none"> a. 01/25 b. 07/24 c. 09/23 and ongoing 	<ul style="list-style-type: none"> a. CDRKEs and Head of OD. b. CDRKEs and Head of OD c. Head of OD and SRDL 	<ul style="list-style-type: none"> a.b. Two years after appointment, at least 60% ECRs are engaged with mentoring. a. During facilitated discussion at CED BYOLE Researchers can identify examples of the impact of mentoring on their research practice. c. During facilitated discussion at CED BYOLE and SRN Researchers are able to identify examples of how they have contributed to the development of Research culture. 	<p>We have introduced a new template for Annual School Based Research Reporting to provide a more systematic understanding of specific interventions, e.g. mentoring and appraisal.</p> <p>School Research Reports provide a mixed picture of research mentoring for ECRs. One School has implemented a systematic programme of mentoring for 100% ECRs, whilst other schools report low uptake across all staff levels. Qualitative feedback from researchers and researcher leaders and a review of mentoring engagement indicates that our currently approach is not sufficiently effective. Mentoring is a key focus for the next period of our development, including recommendations for mandatory mentoring for all ECRs. We receive verbal feedback from the SRN at each CIG. A written report is also circulated after each meeting to all SRN member as well as to CIG members. Feedback in these reports indicates that the SRN recognises that one of its roles is to 'support the research culture of the university and a safe space'. We completed our RCDSR project and through a series of focus groups with researchers gained insight and</p>	Partially achieved a. Achieved b. Achieved	Carried Forward 7B

								feedback on researcher identify and UW research culture and environment.		
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.	<ul style="list-style-type: none"> a. Continue to highlight the need to embed good mental health and wellbeing and workload management for researchers through guidance in resources for managers of researchers and RLP. b. Emphasise in UW staff appraisal training a focus on mental health and wellbeing for researchers. c. Promote UW EAP provision through staff and school inductions for researchers and ongoing staff development sessions. 		<ul style="list-style-type: none"> a. 09/23 and ongoing b. 09/23 and ongoing c. 09/23 and ongoing 	<ul style="list-style-type: none"> a. Head of OD and SRDL b. Head of OD c. Head of OD 	<ul style="list-style-type: none"> a. Managers of researchers in facilitated discussion can identify examples of how their practice has changed. UW Staff Appraisal updated to include a focus on wellbeing for researchers. b. Induction processes at all levels include reference to EAP. c. See EC1a. 		We have made progress on promotion of mental health and well-being. We have begun work on updating appraisal and have delivered training on mental health and wellbeing for PGR Supervisors. EAP provision has been consistently promoted through all inductions since 2024. Training has been enhanced for all staff, including menopause and suicide awareness discussed below. We have made less progress in being able to assess how managers have changed their practice as it is too soon to assess any changes to appraisal practice and the work on early intervention in the manager's toolkit will be launched in 2026. We therefore have made training rather provision of resources a priority in our new plan and will evaluate its impact.	<ul style="list-style-type: none"> a. Not achieved b. Achieved c. Achieved 	Carried forward 2A and 2B
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	<ul style="list-style-type: none"> a. Promote and deliver the expanded blended wellbeing training programme to managers of researchers including mental health first aid, suicide prevention, menopause awareness 		<ul style="list-style-type: none"> a. 12/23 and ongoing 	<ul style="list-style-type: none"> a. Head of OD 	<ul style="list-style-type: none"> a. >90% of new managers of researchers engage with wellbeing training programme within 12 months of being appointed. 		UW has promoted and delivered a suite of wellbeing training programmes for all staff including researchers and their managers. HR data tells us that engagement with training is growing from all staff groups including managers with 500 staff completing Menopause Awareness during period of plan and 200+ staff attended suicide awareness. In terms of the core group > 90% researchers completed some aspect of wellbeing training during the period of the plan.	Achieved	Carried forward 2A and 2B
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	<ul style="list-style-type: none"> a. Ensure managers engage with and promote the Researcher Wellbeing Guide. b. Include information on Wellbeing in the guide for managers of researchers and update as required. c. Ensure promoting a healthy working environment is embedded in core HR practices that managers enact. 		<ul style="list-style-type: none"> a. 12/23 and ongoing b. 09/23 c. 12/23 and ongoing 	<ul style="list-style-type: none"> a. Head of OD b. Head of OD c. Head of OD 	<ul style="list-style-type: none"> a.b.c. During facilitated discussion at CED BYOLE Researchers can identify examples how wellbeing has been promoted and opportunities to develop their own wellbeing. In UW Internal Survey more than 90% in the of researchers' report being supported in their working practices. 		The Researcher Guide has been updated and circulated each year. UW has also undertaken significant work on the wellbeing agenda over the past 3 years. The CED networks set its own agenda and have focused on a range of issues including career and professional development, training as well as wider researcher issues. The Chairs of the CED report regularly to the CIG and raise issues of concern. The group discussed wellbeing in the context of workload and balancing teaching and research and identified strategies that could be used. In the UW Staff Survey 78% staff indicated that their health and wellbeing was supported at work.	Partially achieved	Carried forward 2A and 2B
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	See ECM3								
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	See ECM3								
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.	a. Promote the revised Bullying and Harassment Policy to all researchers (including for new staff through induction) and signpost to researchers the provision of RSOs. b. Seek to include a researcher in the pool of RSOs.		a. 09/23 and ongoing b. 07/24	a. Head of OD b. Head of OD	a. Monitor researcher involvement each year through direct HR metrics and Indirect measures including sickness absence levels and exit interviews and take action if upward trend in cases. b. Researcher RSO appointed.		We have achieved against our success measures. A researcher was appointed as a Resolution Support Officer. We have promoted the revised Bullying and Harassment Policy with 100% researchers attending induction activities. In addition, we have introduced in 2025 a new 'report a concern portal' to report bullying and harassment accessible for all staff and students. HR Metrics indicate that there have been no reports of bullying and harassment in the researcher group. We will continue to promote a health working environment through the approaches we have adopted.	Achieved	No further action
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	a. Embed good practice through the work of HRBPs with relevant managers, including the revised Bullying and Harassment Policy and RSOs.	Yes	a. 09/23 and ongoing	a. Head of OD	a. In internal UW Survey >60% of researchers familiar with reporting mechanisms and are comfortable to report. In internal UW Survey 100% of researchers not felt bullied or harassed.		In 2024 Staff Survey >70% indicated they felt well supported to report bullying and harassment. HR Metrics indicate that no researchers reported incidents of bullying and harassment during the period.	Achieved	No further action
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.	a. Continue to highlight the available mechanisms, though induction and staff development. b. Continue to require researchers to complete mandatory EDI training which includes reference to bullying and harassment procedures and how to report.		a. 09/23	a. Head of OD	See ECM3		UW requires all staff to complete EDI Training every 2 years. Throughout the period of the plan, we achieved our target and >90% completed EDI Training.	Achieved	No further action
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.	a. Continue to ensure that managers of researchers undergo EDI training that is mandatory for all staff in the form of an e-learning course that must be completed every 2 years.		a. 09/23 and ongoing	a. Head of OD	a. >90% of managers and researchers complete EDI Training every 2 years. > 80% of researchers agree that UW is committed to EDI in internal UW surveys.		In each year of the plan completion rate for EDI training was more than >90. In UW Internal Survey >70% all staff agreed that in UW treated people with respect and respected individual differences. We have made further work on EDI a priority in our new action plan.	Partially achieved.	Carried Forward 2B
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	See ECI4/ECM1				See ECI4/ECM1				
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.	a. Promote Research Integrity Concordat through webpages and events b. Embed Research Integrity Concordat in induction for researchers (staff) c. Promote Epigeum Research Integrity training to all researchers. d. Embed training on Research Integrity into guidance and resources for managers of researchers.	a- b.	a. 03/24 b. 09/23 c. 01/24 d. 09/23 and ongoing	a. RKEF(PC) b. DPVC Research Staff Development Research Integrity Cluster Lead c. SRDL	a. Increasing number of Research Ethics Proposals approved at College Research Committee at round 1. b.c. In facilitated discussion at CED BYOLE Researchers report engaging with RI training. d. Managers of researchers in facilitated discussion can identify examples of how their practice has changed.		a. Achieved. Over 3 years the percentage of Research Ethics approved at Round 1 has increased slightly from 53.4% to 58.9% b.c. We have continued to promote the Research Integrity Concordat in training and Epigeum Training. d. We have developed further training on Research Ethics in the RDP. We have not engaged with managers to evaluate examples of practice from using the Managers' Guide. We will return to this once we have delivered our training programme for Lline Managers and HoDs and evaluated its impact.	Partially achieved	Carried Forward 5A
ECM3	Ensure managers report and address incidents of poor research integrity.	a. Develop and deliver for Managers of Researchers and HODs Researcher Management Training to help managers embed the principles discussed in the Manager of Researchers Guidance and include research integrity in the training		a. 06/24	a. Head of OD and Staff Development Research Integrity Cluster Lead	a. All managers of Researchers engage in training.		Progress has been made for example, Chairs of Ethics Panel have delivered annual training for all staff and PGR students, the DVC Research has delivered training for Heads of School however we need to make further progress on specifically developing the managers of research.	Partially achieved	Carried Forward, 5A
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.					See EC15/ECM2 a and b.				

ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	a. Ensure that researchers engage with training and associated guidance on research misconduct that forms part of the RDP (staff and student).	a.	a. 06/24	a. LRD and SRDL.	a. 100% of new PGRs have undertaken training on research misconduct. 100% of new research staff have undertaken training on research misconduct.		100% PGRS engaged with research misconduct training.	Achieved	No further action
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.										
E17	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.	a. Embed the organisation's approach to policy development and consultation set out in the new EIA Process through the work of CDRKEs and Co-ordinators. b. Ensure that research staff and PGRs are represented on UWRKEC and CRKESCs. c. Support the ongoing development of the SRN to provide a forum for researchers to discuss and feedback to the institution. d. Report quarterly to UWRKEC on issues raised at SRN meetings.		a. 06/24 and ongoing b. 09/23 and ongoing c. 09/23 and ongoing d. 06/24 and ongoing	a. Head of OD. b. CDRKEs. c. SRDL d. SRDL	a. Briefing on EIA to be attended by all CDRKEs and Co-ordinators. b. Managers, Research Staff and PGR reps elected to UWRKEC and CRKESCs; evidence of engagement with committees through at least 75% attendance of reps. c. Network continues to flourish, and feedback received at each UWRKEC. d. UWRKEC receives and addresses the issues received by SRN		Identifying and supporting researchers to engage with policy has been a key focus over the past 3 years. We have ensured throughout the period that Research Staff and PGRS are represented on UWRKEC and before they were discontinued CRKEC. Attendance and engagement have been strong with attendance at least a>75% each year and 100% in 2024/2025. The SRN network is an established conduit for engagement with a range of research related issues. The Co-Chairs provide a summary of each meeting for the CIG and for all members of the network. We did not hold a face-to-face briefing; however comprehensive guidance has been provided on the UW staff webpages. The approach to engagement with researchers and providing opportunity for researchers' voice to be heard is now formally embedded, therefore we are not prioritising this in our new action plan.	Achieved	No further action
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.					See E17 b.				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.					See E17 b. c and d.				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.					See E17 b, c and d.				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.					See E17 b, c and d				
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.										
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	a. Ensure that recruitment processes and documents identify open, transparent, and merit-based criteria and focus on research, and learning and teaching. b. Ensure that policies and procedures for recruitment and selection are easily accessible through the HR website.	Yes	a. 09/23 and ongoing b. 09/23 and ongoing	a. Head of OD.	a. At least 70% researchers identify the recruitment process as fair, inclusive, transparent, and merit-based in internal UW surveys. b. At least 80% of researchers believe UW is committed to equality and diversity in internal UW surveys. c. at least 80% of researchers had not		We have made progress generally on fair inclusive practices although we did not meet our 80% target for commitment to equality and diversity as in the UW Internal Survey >70% staff agreed that UW treated people with respect and respected individual differences. >70% agreed that they were treated with fairness and respect. HR Metrics tell us that there were no reports during the period of researchers experiencing discrimination.	a. c Achieved b. Not achieved.	Carried forward 2A 2B, 4A and 7A and B

						experienced discrimination at work in UW internal surveys.		We would like to make further progress around the specific practices associated with the recruitment of researchers and are therefore making this a priority for our new plan.		
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	See EC11				See EC11				
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.										
E13	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.	a. The reward and promotion schemes set out clear criteria and procedures that researchers can follow. b. There is scope of disclosing any equality related circumstances that might have an impact on career development.		a. Scheme criteria are reviewed annually prior to publication from 09/23 onwards. b. Equality-related circumstances can be disclosed from 09/23 onwards.	a. UEB and HR support for schemes, plus Chairs of panels. b. HR support to promotion and reward panels.	a. Increase in number of applications for reward/promotion by researchers from the baseline of 22/23. b. Increase in the number of applications from researchers disclosing equality related circumstances, from the baseline of 22/23.		We have not been able to make progress in this area. Like many other HEIs, UW has need to operate financial restraint and therefore the Reward and Promotion Schemes have not opened since 2023. We have begun to develop new approaches to recognize and reward researchers beyond the formal reward and promotion schemes and this is a key priority for our new plan.	Not achieved	Carried Forward 8A
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	a. Recruitment and reward schemes are subject to EIA process and outcomes are considered by appropriate groups. This provides evidence of managers commitment to and application of these processes.		a. Scheme criteria, process, applications and awards subject to EIA at appropriate stages in the process from 09/23 onwards. b. Members of panels and UEB informed about EIA outcomes from 09/23 onwards	a. Head of OD b. Head of OD	a. Increase in number of applications and awards from researchers, from the baseline of 22/23.		We have not been able to make progress in this area. Like many other HEIs, UW has need to operate financial restraint and therefore the Reward and Promotion Schemes have not opened since 2023. We have begun to develop new approaches to recognize and reward researchers beyond the formal reward and promotion schemes and this is a key priority for our new plan.	Not achieved	Carried Forward 8A
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.	a. Engaging managers of researchers with guidance and resources that focus on grant funding through one-to-one advice and staff workshops. b. HRBPs to engage managers of researchers with training focused on employment legislation and changes to local policies.		a. Guide for managers of researchers includes relevant policies and to be promoted from 09/23 onwards. b. From 09/23 all HRBPs attend academic school leadership teams to provide regular updates on law and local policy changes and deliver training.	a. Head of OD b. HRBPs	a. 100% of managers of researchers aware of the guide by means of regular updates. b. 100% of managers of researchers invited to attend relevant workshops on changes to employment and local policies.		a. We have updated and circulated to all managers each year. b. Changes to policy, including the impact of employment legislation are communicated consistently to all staff by the 'Daily Staff Update'. HRBPs attend School SMTs regularly and provide written updates of employment changes to manager. All managers are required to attend training on employment changes in for example recruitment and selection.	a. Achieved b. Achieved	No further action
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	a. Engage researchers with induction for researchers to ensure understanding of institutional context, and on-going communications about changes to policies. b. Seek help from SRN group to alert researchers to any changes.		a. All newly appointed researchers invited to attend the various* induction sessions from 09/23 onwards. b. Changes to policies affecting researchers sent to them, from 09/23 onwards. c. Briefings to SRN at regular intervals from 09/23 onwards.	a. Head of OD b. Head of OD c. Head of OD	a. 100% newly appointed researchers attend induction programmes – Weekly Welcome, Corporate Induction, Academic focussed induction which includes research strategy and context. b. All changes notified to SRN prior to implementation. c. SRN update provided every 12 weeks.		We have met our target of 100% attending induction. Changes to policy, including the impact of employment legislation are communicated consistently to all staff by the 'Daily Staff Update' In addition the HOD has met at least twice each year with the SRN to discuss specific changes to HR and Employment practice and how this may impact on their working lives.	Achieved	No further action
ER2	Researchers understand their reporting obligations and responsibilities.	a. Induction programme for researchers to set out these responsibilities for research integrity and other reporting requirements.		a. Induction session with DPVC Research includes these requirements and the procedure to follow. Session arranged by HR OD Team. All newly appointed	a. DPVC Research and Head of OD	a. All researchers confirm their understanding of their obligations in internal UW Survey		100% of researchers have attended induction including research integrity. We have not held an internal survey to confirm understanding.	Partially achieved.	Carried forward 5A

				researchers invited from 09/23						
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	<ul style="list-style-type: none"> a. Engage line managers of researchers in newly curated set of training opportunities including EQ, leadership styles and change management. b. Provide access to resources for project management training by way of in person workshops and on-line learning. 		<ul style="list-style-type: none"> a. All managers identified and given access to a range of development platforms for line management, from 09/23 onwards. b. Project management resources curated and shared with managers, from 09/23 onwards. 	<ul style="list-style-type: none"> a. Head of OD and HR OD team b. Head of OD and HR OD team. 	<ul style="list-style-type: none"> a. More than 75% of managers have engaged with at least one line management workshop/e-learning session by 06/24 b. More than 50% of managers have engaged with at least one project management resource by 06/24. 		<ul style="list-style-type: none"> a. b. 67% managers have engaged with Leadership and Management and Training and 25% with project management. In response to the low uptake the programme has been revised to encourage higher rates of engagement. 	Not achieved	Carried forward 10A
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	<p>This forms part of a wider consideration of the culture within the organisation.</p> <ul style="list-style-type: none"> a. A review will be informed by a staff survey in autumn 2023. b. Alongside this is the implementation of a new HR system which will enable more effective gathering and analysis of key information about people management. 		<ul style="list-style-type: none"> a. Survey of all staff in 10/23 to gather views on culture. b. New HR system roll out to start 04/24. 	<ul style="list-style-type: none"> a. Head of OD, UEB to receive reports. b. HR system project team plus champions. 	<ul style="list-style-type: none"> a. Response rate from all UW staff survey to be at least 60% as a sound basis for future action. b. Identify the key elements to be implemented first, to include appraisal tracking. 		<p>The response rate for the 2024 UW Survey was 78% providing a sound based for future action on People Management with a series of School based action plans.</p> <p>A new HR System, ITrent, was implemented in phases starting in 2024 with opportunity to record and monitor their own development introduced in 2025. The HOD attended the SRN to explain the changes and how ITrent could support their professional development. Researchers are now able to track their development. Appraisal Tracking is not yet live and is scheduled for 2026/7. We have introduced monitoring of Appraisals in RKE Annual Monitoring until this data is available in ITrent and discussed engagement with appraisal with the SRN.</p>	Achieved	No further action
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.					SEE E14 a and b.				
EM4	Managers actively engage in regular constructive performance management with their researchers.	<p>This is being developed through several mechanisms.</p> <ul style="list-style-type: none"> a. Training provided for appraisers now includes advice for more frequent and regular discussions. b. Several academic areas are reviewing their approach to performance management. c. The new HR system will provide enhanced capability for recording and reporting. 		<ul style="list-style-type: none"> a. This is ongoing as part of the staff development programme. b. This review to be collated by 12/23 and recommendations made. c. System roll-out from 04/24 onwards 	<ul style="list-style-type: none"> a. Head of OD b. Head of OD c. HR system project team plus champions 	<ul style="list-style-type: none"> a. Monitor take up by managers and provide 'nudges' where low participation is identified. b. Revised advice to be issued 01/24. c. Identify the key elements to be implemented first, to include appraisal tracking. 		<p>We have been unable to draw on I Trent as the appraisal element of the system will not now be operational until 2026. We have therefore monitored the take up of appraisals informally through Annual Research Reports since 2025. However Annual RKE reporting is not aligned with appraisal dates and therefore it is not possible to act on low participation rates. UW HR Department has reviewed its approach to appraisal and continues to develop practice and training for managers. It has updated its Appraisal training to include specific reference to the needs of researchers.</p>	Partially achieved	Carried Forward 10C
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	<ul style="list-style-type: none"> a. Evidence from UW local survey in indicates that PDRs have taken place and found to be helpful. 		<ul style="list-style-type: none"> a. Seek views of SRN again in March 24. 	<ul style="list-style-type: none"> a. Head of OD 	<ul style="list-style-type: none"> a. Gather responses in UW internal survey from at least 50% of researchers. 		<p>In UW Survey >55% indicated that line managers develop their skills</p>	Achieved	Carried Forward 10C
Job security										
The aim of this obligation is to improve the job security of researchers.										
E16	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.	<ul style="list-style-type: none"> a. Continue to utilise current FTC procedures to ensure that researchers are effectively redeployed and moved to open ended contracts where appropriate. Reports are made to relevant committees. 		<ul style="list-style-type: none"> a. 09/24 	<ul style="list-style-type: none"> a. HRBPs 	<ul style="list-style-type: none"> a. All FTCs are managed well in advance and individuals provided with support that is appropriate to their individual needs. 		<p>Monitoring by HOD at two points in 2025 indicates that we met our success measures. Although we achieved our measure the SRN discussed career uncertainty and feedback suggest there is still concern within the constituent group about precarity.</p>	Achieved	No further Action
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.	<ul style="list-style-type: none"> a. Continue to deliver the Career Development stream started in 2022/3 within the SRDP. b. Review the format, scope, and reach of the university research mentoring scheme to ensure it meets the needs of researchers at each career stage and amend if appropriate. c. Ensure all researchers have the option of engaging with a research Mentor appropriate to their career stage. d. Review the format, scope, and reach of the university research compact document and its link with staff appraisal to ensure it meets the needs of researchers at each career stage and amend if appropriate. e. Consider the requirement for external career development for researchers in the context of UW staffing. f. Carry out a RCSR project, that identifies and describes University of Worcester's research careers into 5 phases. g. Use the outcomes of the RCSR to identify a relevant training pathway for all researchers. h. Develop training and development to meet the needs of each career stage: ECRs, Mid-Career, New Research Leader, Senior Research Leader and Second career Academic. i. Support managers through training to use the RCSR when reviewing career development with researchers. j. Evaluate the SRDP annually as a basis for further development. 	<ul style="list-style-type: none"> a. 09/23 and ongoing b. 06/24 c. 06/24 d. 06/24 e. 06/25 f. 12/23 g. 09/24 h. 09/24 i. 09/24 j. 09/24 and ongoing 	<ul style="list-style-type: none"> a. SRDL. b. CDRKEs and Head of OD. c. CDRKEs. d. CDRKEs and Head of OD. e. Head of OD. f. CDRKEs and RKEF(PC). g. CDRKEs and SRDL. h. CDRKEs and SRDL. i. Head of OD. j. SRDL. 	<ul style="list-style-type: none"> a. By 2026 > 70% researchers have engaged with the Career Development stream. b. Research mentoring scheme review completed and policy and approach to mentoring communicated to all researchers and managers of researchers. c. See ECR1A d. The Research Compact document is reviewed and policy and approach communicated to all HOSs and relevant managers. e. Report to UWRKEC submitted. f. Review completed and staff aligned with relevant research career stage. g.h. 2024/5 SRDP aligned with research career stages and opportunities provided for each stage. i. In 24/5 training provided to enable managers to engage with RCSR during appraisal. j. Through facilitated discussion in CED BYOLE Researchers from each career stage can identify examples of how the SDRP have influenced their practice. 	<p>We have achieved b, d, f, g, and h. 75% of researchers who engaged with mentoring with found it valuable. In the light of feedback and inconsistent take up we have reviewed our research mentoring schemes and research compact and discussed our recommendations with UW RKE Committee and Heads of Schools.</p> <p>Although we have not met our precise measures we set ourselves in the other areas we have made progress and it is an ongoing focus for us in the new plan.</p> <ul style="list-style-type: none"> a. Career development sessions continue to be provided on the RDP. We have supplemented these with input in SRN meetings on career development as well as drawing on the British Academy ECR Sessions. e. Funding for external career development has been challenging in the current financial climate, and we hope to revisit this in the future. <p>We have disseminated the results of the RCSR to Heads of School and will launch in 2026 training for all managers including work on career stages. We have evaluated the SDRP annually and consulted the SRN topics that are important to them and supported them in developing sessions on specific topics within the network meetings rather than on the formal SRDP.</p>	Partially achieved	Carried Forward 13A and 13B	
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	See PCDI1 a and b.			See PCDI1 a. and b.				
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.	<ul style="list-style-type: none"> a. Ensure through management training and guidance that manager of researchers are aware of supporting researchers to engage with professional development for a minimum of 10 days per year. b. Embed this requirement in training and development for managers provided by HR. c. Establish quarterly a professorial network to provide support, development and mentoring for new professorial appointees. d. Review the existing RLP to ensure that it meets the needs of staff in the different career stages identified in PCDI1 	<ul style="list-style-type: none"> a. 09/23 and ongoing. b. 06/24. c. 06/24 d. 06/24 	<ul style="list-style-type: none"> a. Head of OD. b. Head of OD. c. CDRKE for Health and Science. d. SRDL. 	<ul style="list-style-type: none"> a. in UW Internal Surveys >80% researchers minimum 10 days of professional development. b. in 24/25 training for managers includes specific guidance on the needs of researchers. c. Network established with developmental role articulated. d. RLP aligned directly with the RDCSP stages and pathways established to provide researchers with career structure and development. 	<p>We have achieved b, and c - HR Training practice now routinely recognises the needs of researchers and uses relevant case studies. The SRN network is firmly established with 60+ members in contact with the network. Feedback from SRN networks indicates that it clearly understands its development role and has articulated this to its members and enacted it through its monthly programme.</p> <p>Although ITrent is designed to monitoring and report on professional development currently this data is not available. We have made progress in training via the SRN network on using ITrent to self-report development however this is not consistently used. In discussion with the SRN some researchers achieved at least 10 days of CPD with other reporting more limited engagement.</p> <p>After the RDCSP project we identified that most eligible had completed the RLP and decided to rest the programme.</p> <p>THE RDCSP outcomes and career stages now firmly underpins our approach to the design and delivery of researcher development and will be carried forward into other work including our new Research Levels and Award Scheme</p>	Partially achieved.	Carried forward 8A, 13 A and 13B	

PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	<ul style="list-style-type: none"> a. Ensure that all researchers develop good practice in taking ownership of their careers by developing their Research Compact document in preparation for appraisal. b. Ensure that all researchers engage in the annual cycle of UW appraisal scheme with their manager and actively self-identify their development needs. c. All researchers proactively identify specific activities and events to generate 10 days professional development per year and record using appropriate identified UW mechanisms. 	b-c	<ul style="list-style-type: none"> a. 09/24 and ongoing b. 09/23 and ongoing c. 09/23 and ongoing 	<ul style="list-style-type: none"> a. Researchers. b. Head of OD. c. Researchers. 	<ul style="list-style-type: none"> a. In UW Internal Surveys >80% of research staff report using the Research Compact to plan and manage their research career. a. In facilitated discussion with SRN the majority of researchers report developing a research compact. b. At least 90% of researchers report engaging with appraisal in the previous 12 months in internal UW surveys. c. >80% report using the research compact for recording professional development activity. 		<ul style="list-style-type: none"> a. In Annual RKE reports all school reports engagement with the Research Compact. In discussion with the SRN 56% of researchers were using the compact to plan. Opinions were varied on its value some perceiving it as helpful, whilst other felt it was repetitious. Approaches to CPD were also variable with some reporting at least one day per month and other far more limited engagement with CPD. b. 100% researchers reported engaging with appraisal in the previous 12 months in discussion with the SRN. 	Partially achieved	Carried Forward 13B
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.	See ECI2				See ECI2				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	See PCDI c.				See PCDI c.				
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCDR1				See PCDR1				
PCDR4	Researchers positively engage in career development reviews with their managers.	See PCDR1				See PCDR1				
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.	See PCDI1 a-j				See PCDI1 a-j				
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience that can be used to support job applications.	See PCDI1 a-j				See PCDI1 a-j				
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.	See PCDI1 a-j				See PCDI1 a-j				
PCDM4	Managers identify opportunities and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills and provide appropriate credit and recognition for their endeavours.	<ul style="list-style-type: none"> a. Researchers' training and development needs to be identified through the Research Compact or other UW process and feed into appraisal where they are enacted by the manager. b. Managers discuss with researchers during appraisal their wider development needs and seek 	Yes	a. 09/23 and ongoing	a. Head of OD.	<ul style="list-style-type: none"> a. b. In UW Internal Surveys At least 60% of researchers have time to develop their research identity and at least 60% have time to develop their broader leadership skills. 				

		opportunities for them to broaden their experience.								
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	a. Ensure that managers of researchers develop their own capacity to support others through the UW Management and Leaders Programme. b. Review content of UW Management and Leaders Programme to ensure its relevance to the managers of researchers.	Yes	a. 09/23 and ongoing. b. 06/25	a. Head of OD. b. Head of OD.	a. 80% of managers of researchers engage with UW Management and Leaders Programme by 2025. b. Programme reviewed and refocused as appropriate.		a. 67% managers have engaged with Leadership and Management and Training and 25% with project management. b. In response to the low uptake the programme has been revised to encourage higher rates of engagement.	Not achieved	Carried forward 10A
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See PCD1a-j				See PCD1a-j				
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.	See PCD11				See PCD11				
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	See PCD11 a-j				See PCD11 a-j				
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	See PCD11 a				See PCD11 a.				
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	a. Embed training and development on knowledge exchange, policy development, public engagement and commercialisation in relevant strands of the SRDP.	Yes	a. 09/23 and ongoing.	a. SRDL	a. Training and development on knowledge exchange, policy development, public engagement and commercialisation embedded in programme.		We have met our success criteria with sessions either embedded in the RDP or stand-alone activities.	Achieved	No further action.

* 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 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)	
	University of Worcester Research and KE Strategy https://www.worcester.ac.uk/documents/621615-UOW-Strategy-Document-Templates-RKE-Strategy-2020-2025-print.pdf
	University of Worcester Research Integrity Policy https://www.worcester.ac.uk/research/research-integrity-and-ethics.aspx
	University of Worcester HR https://www2.worc.ac.uk/personnel/
	University of Worcester Staff Researcher Development Pages https://worcesterbbs.blackboard.com/ultra/organizations/227131/cl/outline

Abbreviations and glossary (more rows can be added)	
CDRKE	College Director of Research and Knowledge Exchange
CED BYOLE	Culture, Employment and Development Bring Your Own Lunch Evaluation Event
CRKESC	College RKE Sub-Committee
DPVC	Deputy Pro Vice Chancellor
DS	Doctoral School
EAP	Employee Assistance Programme
ECR	Early Career Researcher
EDI	Equality, Diversity, and Inclusion
EIA	Equality Impact Assessments
EQ	Emotional Quotient
ET	Employment Tribunal
FTC	Fixed Term Contract
HE	Higher Education
HOD	Head of Department
HOS	Head of School
HR	Human Resources
HRBP	HR Business Partner
HREiR AP	HR Excellence in Research Action Plan
LRD	Lecturer in Researcher Development
OD	Organisational Development
PDR	Performance Development Review
PGR	Postgraduate Researcher
RCSR	Researcher Career Stage Review
RD	Researcher Development
RDCSP	Researcher Development Career Stage Project
RIIO	Research, Innovation and Impact Office
RKE	Research and Knowledge Exchange
RKEF(IG)	Research and Knowledge Exchange Facilitator (Integrity and Governance)
RKEF(PC)	Research and Knowledge Exchange Facilitator (People and Culture)
RLP	Research Leadership Programme
RSO	Resolution Support Officer
SRDL	Staff Researcher Development Lead
SRDP	Staff Researcher Development Programme
SRN	Staff Researcher Network
UEB	University Executive Board
UW	University of Worcester

UWRKE	University of Worcester Research and Knowledge Exchange
UWRKEC	University of Worcester Research and Knowledge Exchange Committee

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